

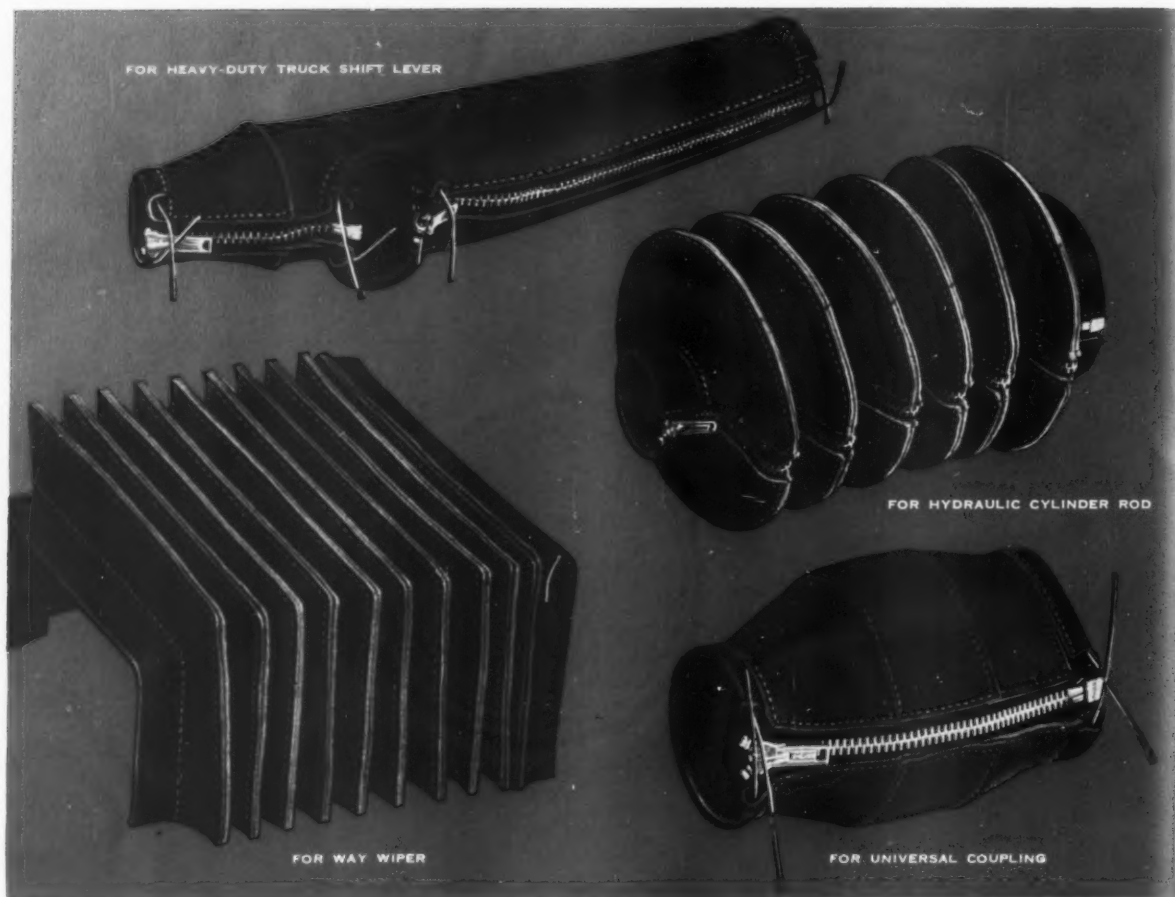
**FORTY CENTS**

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA



**32nd Annual NAF Convention**  
**Fort Worth..Texas Hotel**  
**September 28-29-30..October 1**



## THESE, TOO, ARE COMBAT BOOTS

They fight a variety of tough conditions—enough to kill the life in almost any leather. But Sirvis boots keep right on working and protecting. They're famous for it, and here's why. Sirvis mechanical boots are engineered to the most exacting specifications for lubricant retention and exclusion of all dirt, dust and foreign matter. They are made from our own specially selected, tanned and treated Sirvis leathers to assure absolute dependability under the most adverse operating conditions. We also manufacture boots of canvas, nylon and specially formulated elastomer-impregnated fabrics. Whenever your mechanical seal problem involves reciprocating, eccentric or universal action, let Sirvis engineers solve it. Don't forget C/R has been at this for 77 years. They know how. Write for detailed information.



### CHICAGO RAWHIDE MANUFACTURING COMPANY

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Other C/R products

**OIL SEALS:** Shaft and end face seals for all types of lubricant retention and dirt exclusion • **SIRVENE** (Synthetic rubber) diaphragms, boots, gaskets, and similar parts for critical operating conditions • **CONPOR:** Controlled porosity mechanical leather packings and other sealing products.



## POP'S School of Filing

***"Whaddya want  
to know about  
files and filing?  
Ask Pop  
—that's me"***

"POP the Foreman" is the likeable yet serious-minded imaginative character who for many years has been a "spokesman" for Nicholson through the pages of this and other leading industrial magazines.

"Pop" speaks the conscientious industrial foreman's language on the use, care and selection of files. And being deeply interested in the success of those who employ men like himself, he has a lot of sage thoughts and suggestions that will prove helpful to efficiency- and economy-minded industrial managements.

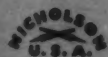
So the following three pages are turned over to "Pop," who does some interesting "ghost writing" under our sponsorship and supervision.

Nicholson believes in and has for 40 years adhered to the principle of selling to Industrial Users only through Industrial Distributors. As a result, these Distributors and their field men learn how to **WORK FOR YOU**. They become experts on files and filing—right down into your shop where the right use of **THE RIGHT FILE FOR THE JOB** counts in the way you want it to count. There are in the U.S. more than 875 near-at-hand Industrial Distributors of Nicholson and Black Diamond files.

REPRINTS of this instructive 4-page advertisement may be had for the asking. How many copies? Write to Nicholson.

3 MORE  
PAGES

# NICHOLSON FILE COMPANY



PROVIDENCE 1, R. I.

(In Canada: Nicholson File Company of Canada Ltd., Port Hope, Ont.)





Heavy Filing

## USE THE RIGHT FILE FOR THE JOB

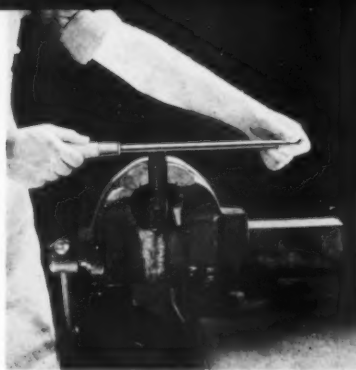
Pop says: "Actually there are thousands of kinds, cuts and sizes of files. That is because there are thousands of different filing jobs, each of which can be done better by using the right file for the job.

"Therein lies the first rule on 'How to get the most out of files.' From the roughest cast-iron filing job (as in the illustration above) to delicate die or fine-instrument finishing (see picture below), the right file enables doing the job properly, whereas the wrong one does not—and often, in fact, ruins the work. The right file saves time because it performs correctly, and usually faster, on the kind of metal or work for which it is designed. The right file permits a greater number of efficient filing strokes—per file and per file cost.

"Many factors enter into the selection of the right file for the job. In general, different files are required: (1) to file a flat or convex surface; (2) to file a curved or concave surface; (3) to file an edge; (4) to file a notch, a slot, or a square or round hole.

"But these factors can become complicated by hundreds of combinations with additional factors, such as: (1) the kind of material to be filed; (2) the kind, shape and hardness of the object to be filed; (3) the location, size and character of the surface; (4) the amount of metal to be removed; (5) the degree of smoothness or accuracy required. Therefore, selecting exactly the right file for any particular combination is no easy task. Experience is a good guide—but a slow teacher. However, with the aid of 'File Philosophy' (see last panel), no mechanic need be far off the track to the right file for the job."

Precision Filing



Right Filing

## USE THE RIGHT FILING METHOD, TOO

Pop says: "Filing is an industrial art. Grip, stroke and pressure must 'fit the job,' and the kind of file used.

**"FILING ACTIONS.** (1) *Straight filing* consists of pushing the file lengthwise—straight ahead or slightly diagonally—across the work. (2) *Drawfiling* consists of grasping the file at each end and pushing and drawing it laterally across the work. (3) *Lathe filing* consists of stroking the file against work revolving in a lathe.

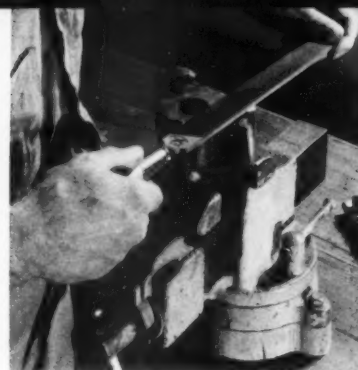
**"VISE FILING.** For general filing, vise should be at about elbow height; somewhat lower for continuous heavy filing; nearer eye level for delicate work. When necessary to prevent vise-pressure marks, a pair of soft-metal 'protectors' should be placed between the vise jaws. For holding and protecting round pieces, grooved hardwood blocks are sometimes used.

**"GRASPING AND 'CARRYING' FILE.** In most two-hand filing operations, handle grasp should be 'full' with thumb lying parallel along the top. Point of file is usually grasped by the thumb and first two fingers of other hand, with thumb on top and approximately in line with file. For the lighter strokes, thumb and fingers should be moved toward right-angle position according to pressure required.

"To prevent 'rocking' in flat-surface filing, file should be carried forward in almost a straight line—changing its course just enough to prevent 'grooving.' Apply just enough pressure to keep file cutting and prevent 'slide.' On back stroke lift file clear on hard metals; and with only file-weight contact on soft metals."



Wrong Filing



## FILING ROUGH CASTINGS

Pop says: "Snagging castings—removing fins, sprues, and other projections—is very rough work and mighty tough on ordinary files. Their teeth are designed for sharp, fast cutting and therefore do not possess the ruggedness to withstand the shock when driven under pressure against hard projections or sharp edges. Filing of this sort engages only a few teeth at one time, thus putting a severe strain on each.

"So, for such work it is best to use a special Nicholson or Black Diamond Foundry file whose teeth are sturdier and have heavy-set edges—to resist shelling or breaking out. While not expected to possess the cutting speed of ordinary files, Foundry files have much longer efficient life on the kind of filing for which they are designed. (Foundry files are also widely used for filing sharp corners of dies.)"

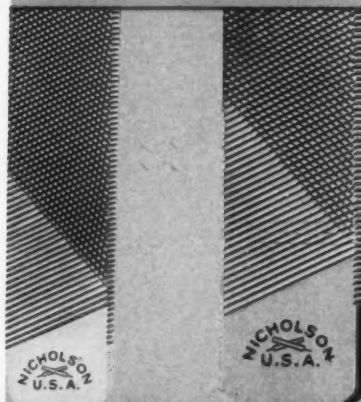
## FILING STAINLESS STEEL

Pop says: "The tremendous increase in the use of stainless steel and similar alloy steels has created a new and distinct filing problem. The hard chromium and nickel content of these steels makes them extremely tough and dense. This causes them to have an abrasive action that tends to shorten the life of the general purpose file.

"Nicholson research has overcome this problem with a special file for such steels. It has exceptional wearing qualities. Properly used with light pressure and a slow, steady stroke, this new file removes metal rapidly, requires but little effort and leaves a good finish."



Foundry File Stainless Steel File









## FILING SOFT METALS

**FAST FILING.** Pop says: "Take aluminum, a soft, ductile and malleable metal. It is difficult to file with ordinary files because their teeth soon become clogged. For cutting aluminum rapidly, yet leaving a good finish, the Nicholson or Black Diamond Aluminum Type A' file is a recent development for: (1) filing the roughness from aluminum castings; (2) filing sheet and bar aluminum; (3) filing aluminum alloys.

"The upcut of this file is deep with an 'open-throat'; the overcut fine, producing small scallops on the upcut to break up filings, allow file to clear itself, overcome chatter and prevent taking too large a bite.

"Aluminum Type A' file is shown below at left."

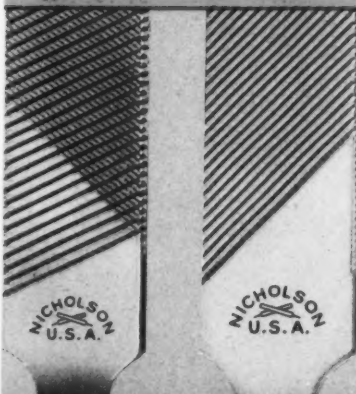
**SMOOTH FINISHING.** Pop says: "For soft metals like aluminum, brass, copper, and even plastics, hard rubber and wood—there is a special Nicholson or Black Diamond file called the Shear Tooth which combines fast material removal with excellent finishing qualities. The combination of coarse single cut and long teeth angle of this file provides a smooth shearing action; also minimizes clogging.

"To overcome this file's tendency to run toward the left, it should be used with a somewhat diagonal stroke toward the right. The Shear Tooth is shown below at the right."



Aluminum  
"Type A" File

Shear Tooth  
File



## LATHE FILING

Pop says: "While the ordinary Mill file is normally capable of doing good lathe-filing work, there is a special Nicholson or Black Diamond Long Angle Lathe file with teeth cut at a much longer angle. It provides cleaner shearing and self-clearing; eliminates drag or tear; overcomes 'chatter'; reduces clogging. It is very fast-cutting and produces a fine silken-smooth finish. Its 'safe' (uncut) edges protect any work-shoulders not to be filed.

"Lathe filing is most commonly employed for shaft fitting. High spindle speed should be used; and where stock to be removed is considerable the 12" or 14" size is preferable. For an extra-fine, highly polished finish a Nicholson X.F. Swiss Pattern Hand or Pillar file in No. 4 or No. 6 cut may be used with very good results.

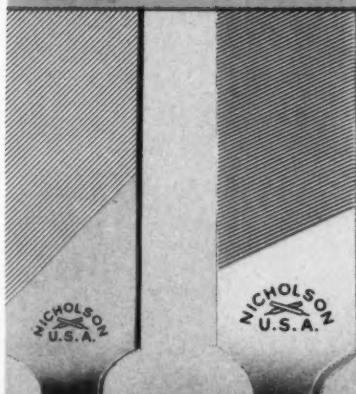
"In using the Long Angle Lathe file, care should be taken at shaft ends and shoulders, as this fast-cutting file may easily cut too deeply at such points. It is also important never to run the hand over the work in the lathe, as accumulated oil and moisture will sometimes coat the work and make it difficult for the file to take hold again.

"In lathe-filing work that is oval, elliptical or irregularly rounded, the finer or lighter cutting Nicholson X.F. Swiss Pattern files will be found most satisfactory. They are made in a wide range of shapes, sizes and cuts. Long Angle Lathe file (left) is shown below in contrast with ordinary Mill file (right)."



Long Angle  
Lathe File

Mill File



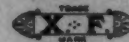
## PRECISION FILING

Pop says: "Die and pattern making, model building, precision-instrument making and repairing have gained tremendous impetus in aircraft, automotive, engine, machine-tool and other rapidly expanding industries. All these—to say nothing of the long-established watch, clock, jewelry and kindred industries—require precision files of innumerable shapes, cuts, sizes and purposes.

"While for many kinds of work regular files are all that are required, Swiss Pattern files—made to very exacting measurements and finer cuts—are necessary for the more particular purposes mentioned above.

"In precision filing all the elementary rules for general filing apply. The flat precision files should be used with a slow, smooth action, with the forward stroke moving the file laterally along the work. In using the round or half-round types, the file should be turned clockwise as the stroke is made, to assure a deeper cut and a smoother finish.

"There are many instances—in model and fine-instrument making, for example—where intricate fit-filing is necessary on small forms of wood, plastics or other non-metallic materials. Swiss Pattern files are perfectly adequate for such purposes, provided they are used while sharp and kept clean with a file brush. Contrasting views of typical American and Swiss Pattern files are shown below. By the way, Nicholson X.F. (meaning Extra Fine) Swiss Pattern files are the largest line of their kind in the world."

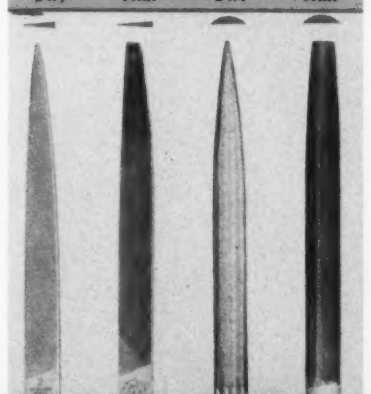


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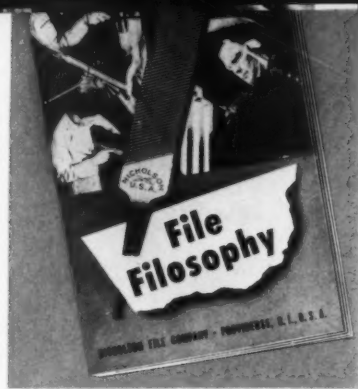




**FILING FLAT AND  
CURVED SURFACES**



**THE CARE OF FILES**



**"FILE PHILOSOPHY"—  
FAMOUS NICHOLSON BOOK ON  
FILES AND FILING**

Pop says: "Milled Curved Tooth files cover a distinct filing field and have a considerable range of shape and structural characteristics. Unlike the chisel-cut teeth of regular files, these curved file teeth are milled in with a precision that gives them almost 'razor sharpness.'"

"Curved Tooth files are widely used in the automobile manufacturing and repair industries for work on aluminum and sheet steel (on flat or curved surfaces). They are also used on such soft metals as brass and babbitt, and often on iron and steel in general. Because of their curved teeth they readily clear themselves of chips and have the correct rake for speed and economy."

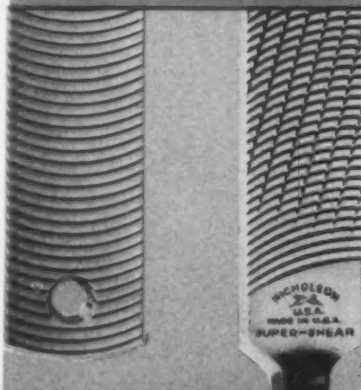
"Nicholson Superior Curved Tooth files are made in both Rigid and Flexible forms—the Rigid, either tapered for the conventional handle or plain (with hole at each end) for special holders; Flexible, plain only—for use in special holders on concave surfaces. Standard, Fine and Smooth cuts; in parallel Flat, Square, Pillar, Pillar Narrow, Half Round, Shell and Moulding types."

"A special Curved Tooth file is the Super-Shear. Exclusive with Nicholson—its teeth, divided by angular longitudinal serrations, are cut in an 'off-center' arc. This gives them virtually a right angle and wide gullet toward one edge—for fast cutting; also a longer, shearing angle and narrow gullet toward the other edge—for smoothing. Practically two files in one!"



**Plain Flexible  
Curved Tooth  
File**

**Super-Shear—  
Special  
Curved Tooth File**



Pop says: "File life is greatly shortened by improper care as well as by improper use—and improper selection. Some useful 'Do's' and 'Don'ts' are offered here:

"Files should never be thrown into a drawer or tool box containing other tools or objects. They should never be laid on top of or stacked against each other. Such treatment ruins the cutting edges of their teeth."

"Keep files separate—standing with handles in a row of holes or hung on a rack by their handles."

"Keep files in a dry place so rust will not corrode their teeth points."

"It is also of great importance to keep files clean of filings or 'chips,' which often collect between the teeth during use. After every few strokes the good mechanic taps the end of the file on the bench to loosen these 'chips.'"

"The filer should also have on hand a file card or brush. With it the teeth of the file should be brushed frequently—and always before putting the file away."

"To remove obstinate 'plinnings' which sometimes clog up the teeth and cause scratches on the work, a 'scorer' made of soft metal is often a further help."

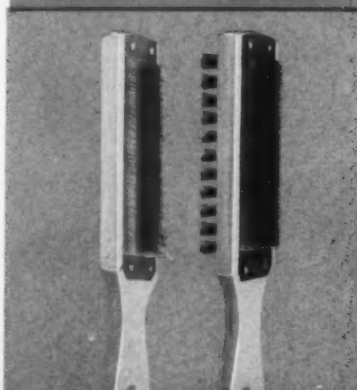
"Oil or grease on files should be removed with chalk."

"File card (left, below) is for more general use. File brush and card (right, below) is used especially on the finer cut files."



**File Card**

**File Brush  
and Card**



Pop says: "And the foregoing isn't the half of it! It's just some samples of the things Nicholson's new 50-page edition of 'File Philosophy' tells about."

They are also typical of the subjects used by Nicholson technical specialists available for meetings and slide-illustrated lectures through arrangements with Nicholson's Industrial Distributors.

"Further discourse, descriptions and illustrations on files and filing cover such subjects as:

**A Bit of File History  
Important Steps in File Making  
File Kinds, Shapes, Cuts and  
Cross Sections**

**Mill and Other Types of Saw Files  
Machinists' Files  
Kasps**

**File Terminology  
More About Special Purpose Files  
More About Precision Filing  
(Swiss Pattern Files)**

**More About Milled Curved Tooth Files  
Hand, Band, Circular, Cresscent and  
Other Saw Filing**

**Saw Chain Filing (a new chapter)  
Sharpening Tools and Implements  
Rotary Files and Burs (a new chapter)**

"Let me send you this 'mechanics' textbook.' Every industrial production head, purchasing agent and tool keeper should have a copy. Just write to 'Pop,' care of Nicholson File Co., 23 Acorn Street, Providence 1, R. I."

**NICHOLSON  
FILE CO.** PROVIDENCE,  
RHODE ISLAND

(In Canada: Nicholson File Company  
of Canada Ltd., Port Hope, Ontario)





The "Two-Ten" Handyman—one of Chevrolet's four beautiful new Station Wagons with Body by Fisher.

## Never have you seen Station Wagons as wonderful as the new Chevrolets!

You can have your cake and eat it, too—with Chevrolet's spanking-new line of Station Wagons! For here is sophisticated big-city style (and the longest look of any Chevrolet) . . . plus pack-horse performance and astonishing new utility features. Now, both the rear seat cushion and the backrest fold flush with the floor to give almost 11 inches more cargo space. Curved rear quarter windows combine with the deep Sweep-Sight Windshield to give visibility unlimited. With this two-in-one versatility you get all of Chevrolet's great

engineering advances—the 162-h.p. "Turbo-Fire V8" or the two new "Blue-Flame" 6's, the smoothness of Glide-Ride front suspension, the stability of outrigger rear springs, Anti-Dive braking control, 12-volt electrical system and new Synchro-Mesh transmission. Plus your choice of extra-cost options such as Powerglide automatic transmission or Overdrive, Power Steering, Power Brakes—even Air Conditioning (on V8 models). See your Chevrolet dealer. . . Chevrolet Division of General Motors, Detroit 2, Michigan.

More than a new car



a new **concept** of low-cost motoring

## ABOUT THIS ISSUE

It's the usual custom here to discuss highlights of articles featured in this issue. This time, however, we are going to refer you to an ad on the opposite page. It will tell you about the "new" MANAGE coming off the presses next month. It's designed to fit your pocket. That's one of the main, but hardly the only feature of the new magazine. Though the pages will be smaller there will be more of them and it will be a bigger publication in many ways. It will be bigger because it will be better. Better suited to your reading habits. Better designed to help you, your company and your club. So be sure to take a look at the "new" MANAGE.

This, the final issue of the present magazine, might be called the Fort Worth edition. The cover, drawn by Lynn Allen, was obtained through the courtesy of Cecil F. McClure at Convair-Fort Worth. Then on page 12 you'll learn why you should make the NAF Convention in September from an article titled "Heading For Fort Worth." And there's still another Fort Worth story you'll be interested in on page 23. It's a surprise for the proud, hard-working Texans at Convair-Fort Worth.

There's always something new and different in William Freeman's Business Notebook, page 8. This time he winds up his column with a shock.

Our main feature "The Foreman Today" on page 10 is just as fresh and timely as the title. It's so easy to digest you don't have to chew on it. You'll find a good answer there for those who carry a grudge because the company makes a profit.

"Selling Management on Psychological Tests" by Lloyd Cook on page 13 tells about the great advantages of the tests but doesn't forget to mention their limitations.

Ladies who read MANAGE will enjoy "That Management Man in Your Life" on page 16.

Worry? We're all guilty. But there's relief just reading "Worry While You Work" by a noted doctor on page 17.

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

MARCH, 1955

VOL. 7, No. 7

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THIS ISSUE'S TOTAL CIRCULATION: 64,606

THE NATIONAL ASSOCIATION OF FOREMEN, GORDON R. PARKINSON, President; MARION N. KERSHNER, Executive Vice-President; T. I. RENSHAW, First Vice-President; WESLEY MAGNUSON, Secretary-Treasurer.

The National Association of Foremen (NAF) is a non-profit educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 62,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice-president at 321 W. First Street, Dayton 2, Ohio.

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# Coming Out April 25 a New MANAGE MAGAZINE

Pocket-size

## Manage

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MAY, 1955

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Rejuvenated  
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Management  
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Ideas

MAGAZINE OF MANAGEMENT MEN OF AMERICA

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→ → → → Watch for it ..! ← ← ← ←

# Maintenance . . . AT MEAD

*. . . . . Here's the secret on how one large manufacturer meets a very complex maintenance problem.*

**A**N efficient, well organized maintenance program is a must in the paper industry.

The same is true in other industries where the very nature of the product requires continuous operation of the manufacturing process. It's true because costs skyrocket with any unscheduled interruption.

This confronts the maintenance force with the constant problem of scheduling work so that it dovetails closely with the weekly operating schedule of each mill.

At The Mead Corporation's Chillicothe (Ohio) Division maintenance is divided into three categories: week-end shutdowns, the annual week-long shutdown in July, and preventive maintenance.

## **Week-End Shutdowns**

At present the mill is shutdown every other Sunday for maintenance work.

Work orders are prepared and submitted to the maintenance department's dispatcher by mill departments as early in the week as possible. This allows time for obtaining materials, time for preliminary shop work, and time for planning.

Work sheets are then submitted to the department by 9:30 a.m., Friday. These are checked thoroughly at a meeting of the assistant production manager, assistant division engineer and master mechanic.

All the jobs are reviewed. The man hours are computed, and the work load determined.

By the time the clock reaches 2:30 p.m., Friday the official work list has been prepared and

the foremen in the departments where the work will be done are notified.

The master mechanic then meets with his foremen to discuss time scheduling.

Once this planning has been completed subordinate orders may be issued for the work in the shops and for the movement of equipment, chain blocks and rigging out in the mill. These jobs are done on Saturday in preparation for Sunday's work.

Any orders turned in after 9:30 a.m., Friday must be of an emergency nature.

## **Annual July Shutdown**

Plans for the annual one-week shutdown are made well in advance. In fact the initial work lists are being made up in January and February.

By the time March rolls around these lists are turned over to the assistant division engineer in charge of maintenance.

Lists of repairs from departments are compiled into a single list designating preliminary priorities. At the same time estimated dates for engineering drawings are set and a schedule for the delivery of materials is written.

The list is kept up to date at monthly meetings of the division engineer, his two assistants, the production manager and his assistants.

By mid-June the final list is compiled and placed before the division manager for review.

During the shutdown week, every effort is made to follow the work schedule as closely as possible.

## **Preventive Maintenance**

While the mill is in operation maintenance is restricted primarily to preventive work. It includes inspection of equipment, felt and clothing changes and constant lubrication.

A basic requirement for this type of work is an equipment records and tickler system.

The tickler system can be developed by studying the histories of different pieces of equipment and determining when it is most practical to check it for wear and repairs.

Tour millwrights and area millwrights do maintenance work of a general nature and inspect air compressors in their work areas.

Good maintenance scheduling and planning, however, is effective only to the degree in which it is effectively administered and executed. A lot of paper work is involved, paper work that can't be eliminated. The red tape sometimes leads to confusion that demoralizes maintenance supervision.

For this reason people at Mead believe it is best to develop scheduling and planning around the foremen and maintenance supervision.

In this way they have a definite part in the day-to-day program. Cost reports and lost time reports are reviewed each week to prevent recurrence of down time due to poor or defective maintenance.

The whole purpose of scheduling and planning is to get the work done when you want it done and with the least amount of lost production time.

MANAGE March 1955

## And the Readers Reply

### SHAME ON US DEPARTMENT

To the Editor:

Your article in January **MANAGE** "Acres of Diamonds" is very effective. It is timely. However, did you not injure the copyright of the famous book by this title, which also was used as a lecture title that made the most outstanding record ever on the U.S. platform by Dr. Conwell. . . . You should have saluted the great author. . . . Members of the Conwell family and Temple University will go into action. . . .

F. Colyer Snyder  
Kingston, New York

To the Editor:

. . . It seems to me a most presumptuous thing to take a title of a famous sermon and use it as a medium for an approach in a commercial field. The sermon "Acres of Diamonds" was preached many times by Russell Conwell, the great Baptist minister. No mention is made of him, but many will realize this title was the one made famous in the field of religion.

Mrs. D. W. DeWitt  
Kingston, New York

ED—Because we weren't as familiar with the works of the late Rev. Conwell as we evidently should have been, Arthur Marmoy's "Acres of Diamonds" article seems to have been "acres of thorns" to readers Snyder and DeWitt of Kingston, N.Y. The rest of the country treated our ignorance more kindly.

### UNEMPLOYMENT COMPENSATION

To the Editor:

It was with considerable interest that I read your article entitled "How High is High Enough for Unemployment Compensation?" My interest was not necessarily in the problem presented, which is not new, but in the challenge to a solution.

The solution to the problem is obviously this "If sufficient is high enough, unemployment compensation is bad."

So let us eliminate it entirely.

To eliminate unemployment compensation we must first eliminate unemployment and this is my proposition. Over the long range and for less than the present cost of insufficient compensation this can be done.

Let us form "The Ohio Full Employment Corporation," a profit making organization. Not easy but feasible. If unemployment compensation is a problem then manpower for such a project is no problem. The problems that do exist for such a project are, however, many and varied.

The corporation would be financed largely by issuance of common stock, although the complete financial structure of the corporation would of necessity be rather complex. This is one of the major problems to be resolved.

Ownership of the corporation would not be restricted, but for the most part the present employers of workers who, if

(Continued on page 34)

MANAGE March 1955



**25<sup>th</sup>**  
**ANNIVERSARY**  
*A Statement  
of Sales Policy*  
by  
**ARRO EXPANSION BOLT CO.**  
Quality and Service  
since 1930

The following is the Operating and Selling Policy of Arro Expansion Bolt Company, manufacturers of quality fastening and drilling devices for masonry — for over twenty-five years.

**DISTRIBUTION**—Arro products are sold nationally through qualified Wholesale Hardware, Industrial Supply, and Electrical Supply Distributors.

**INQUIRIES**—All inquiries are referred to our distributors in their respective territories.

**PRICES**—Arro products are reasonably priced to promote their broad use by consumers. Distributor mark-up on the Arro line insures an attractive profit.

**RESALE**—Arro distributors are urged to respect our suggested resale prices. Every lawful method is used to encourage this fair practice of merchandising.

**STOCK**—Arro offers its distributors a complete line of fastening and drilling devices for masonry. Distributors are expected to maintain a sufficient stock to adequately serve their trade.

**SERVICE**—Ten branch warehouse stocks are maintained in key cities, strategically located throughout the nation. All orders are shipped immediately from factory or branch warehouse stocks within 48 hours.

**GUARANTEE**—Arro products are fully guaranteed against defects in material and workmanship. Returned goods are accepted on authority of the Marion office only.

**SALES AIDS**—Arro helps promote sales for distributors by supplying a variety of sales literature, displays, and catalogs; by cooperating with their salesmen; and by regularly advertising in nine leading trade journals.

**PARTICIPATION**—Arro is an active member of leading industrial and trade associations.

This has been our Sales Policy since our birth in 1930. We believe that this policy, possible only under the American system of free enterprise, has been an important factor in our substantial growth and friendly relations with our distributors.

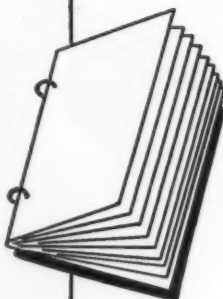


**ARRO EXPANSION BOLT CO.**

1700 BOONE AVENUE, MARION, OHIO

# BUSINESS NOTEBOOK

by William M. Freeman



**S**NIFFLES? You had a cold last week, have one now or will have one next week. Cheer up. Progress is being made in attacking cancer and polio and heart disease, and now the scientists are attacking the common cold with (ah-choo!) renewed vigor. A group called Common Cold Foundation has been formed, with The Texas Co., Philip Morris & Co., cigarette manufacturer, and New York University represented on its medical board.

So far it has discovered enough to suggest that the cold might be vanquished if a big research and study program is set up. The project is vital to industry because the annual cost in time and production lost comes to something more than \$2,000,000,000.

All that is needed is to find out what causes the cold—sitting in a draft, wet feet, lowered vitality, faulty eating—and uncover what to do about it. The cold, greatest single cause of industrial absenteeism, some day will bow to the same—

## RESEARCH

—that has supplied one great invention after another, hosts of medical advances, miracles in nutrition that have made the world better place in which to live. Private industry has spent more than \$10,000,000,000 since the end of World War II for what Edison once called "inventions made to order." The figure does not include the large amounts spent by the federal government for scientific and industrial research it finances or sponsors directly through its many agencies.

Dr. Paul Schwarzkopf, head of American Electro Metal Corp., of the Metallwerk Plansee in Reutte, the Tyrol, and of Metro-Vickers in England (and himself a noted authority and inventor in the field of powder metallurgy, which went a long way toward making the jet engine a reality), had this to say a few days ago:

"It is my belief that research will revolutionize our economy within the next ten years, create new products, new processes, new enterprises and millions of new jobs."

Such advances now are rapidly becoming a necessity because we are entering upon the era of—

## THE OLD MAN'S WORLD

—in which more and more of the population will be older longer. Scientific research has made it possible for all of us to keep on living beyond normal life expectancy, thereby creating immense new sociological problems. The recent United Nations conference on population was informed that the number of persons over 65, who now make up only a tenth of the population, will be a fifth within the next half century. This will mean a new approach to the problems of retirement and—

## PENSIONS

—Because, says the Brookings Institution, some 22,000,000 workers are expected to be covered by industrial pension plans at an annual

(Continued on page 29)



and the GREMLIN  
with a conscience

New booklet tells how a bad spill  
(and a glib Gremlin) introduced  
Mr. Higby to the LEGGE System of  
Safety Floor Maintenance

Maybe you've never met  
a Gremlin, head-on.

Even so you'll want to chuckle your way through "Mr. Higby and the Gremlin". It's our brand new 16-page booklet, loaded with important facts about your floors and their upkeep. It is colorfully illustrated, entertainingly written.

Learn how you can eliminate wasteful maintenance practice; cut your costs for materials and labor way down; prevent slip-accidents and the law suits that follow.

It's all there for you to read in "Mr. Higby and the Gremlin". Absolutely FREE. No obligation at all. Compliments of

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# The MANAGE FORUM

## THE EDITOR SAYS . . .

### A CURVE BALL

Recently it was agreed by the officers of a foremen's club that a good program could be built around a labor union speaker. So they invited a union official to give their club a "Union Night" talk on "The Foreman's Role in Future Labor Relations."

This looked like a worthwhile program with front-line management men willing to listen, on their leisure time and with open minds, to a union official tell them of the collective thoughts of their workers on how foremanship could be bettered—from the workers' point of view. The club enthusiastically invited guests.

What kind of a talk did the club get? A sales talk on how the official's union stood willing and able to "act as the voice of the foreman in protecting the foreman's rights."

The club was embarrassed.

This was un-clever of the invited guest. He literally snickered in the faces of the earnest supervisors who conscientiously had sought to hear specific recommendations on how they might better supervise their employees. That aim should have been respected under any circumstance if the official honestly felt his obligations to the people making up his unions and paying his salary to represent their best interests.

Editorially, I doubt if the top officials of the union would have approved of the official's conduct. Most certainly the union's membership would not.

But this unfortunate incident does illustrate once again that one of the greatest obstacles to the foreman's role in future labor relations is just this kind of union leadership which deliberately discourages the improvement of supervision. These leaders would like to see the return of the old bull-of-the-woods foremen.

Poor union leadership has most to fear from good supervision.

That was really why he mocked the foremen's club which sought to honor him as a guest . . . not because of his office or his personal accomplishments, but out of genuine consideration for the working people he represented.

### WHILE ON THE SUBJECT . . .

Early in the writing of editorials for our supervisory readership, we learned that no good can come from our editorially taking labor to task for misdoings. Supervisors are in no position to be "crusaders," so the hurling of barbed criticisms can be left to the management men further removed from the responsibilities of supervising labor union workers.

It is understandable that a foreman cannot spend his evenings getting all steamed up over the malpractices of labor, then his days trying to get his union-member employees to cooperate for departmental production at the greatest possible efficiency.

Of all management, the foreman needs to be the greatest master of tact and diplomacy. He is the management man who must be concerned with the building of better human relationships between management and employees.

Probably it is too easy for higher echelon management organizations to engage in crusades against labor, leaving the foreman to suffer the resentment and retaliations in the shop.

It is not too remarkable that labor leaders, noting the situation of the foreman, give their "let's organize" pitch to foreman's groups.

But it is not too remarkable either that these labor leaders cannot understand the resulting resentment of the NAF foremen's groups which these pitches precipitate.

Foremanship is certainly no bed of roses, but it is a challenging start into the profession of management at which 62,000 NAF members are doing very well. Foremanship can be a profession within itself.

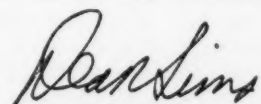
Eventually all companies will recognize the value of good foremanship. This recognition will result from foremanship being built into a management technique worthy of the recognition, and not recognition because of a collective demand that it be recognized.

As labor should know by now, from its own experiences, collective demands create many new problems for every dollar added to the worker's list of benefits. The greatest of these is one problem of the worker losing his initiative to improve himself or his skilled trade.

Already the collective bargaining leadership of labor has built walls of misunderstanding and distrust between workers and management which only the foreman-supervisor can scale.

Most certainly labor leaders are not thinking of the foreman when they woo him. Labor is thinking of the greater industrial and political power which could come from 800,000 more members—and of the happy elimination of the foreman as the influential member of management in labor relations.

And this editorial discussion is not in a crusading vein. It is simply stating some obvious facts which supervisors should keep in mind.



*Manage*  
*presents*

A talk by  
Mr. James P. Falvey,  
president of  
The Electric Auto-Lite Co.,  
to the Foremen's Club  
of Toledo  
titled . . . .



—Photo courtesy The Standard Register Co.

# The Foreman Today

. . . . . A brief glance at the dramatic events which have affected business and industry in the past coupled with a frank appraisal of present conditions and how you can interpret them to the people you supervise.

**I**N the past 30-year period we have seen many changes in our national economy and in the industrial climate in which we work.

To mention just a few of the significant developments in that period—we have seen the stock market crash on that Black Friday 25 years ago, followed by the depression of the early Thirties. Then came the WPA and NRA and the Blue Eagle, followed by the Walsh-Healey Act and the Wagner Act. Then World War II, with the War Labor Board, wage stabilization and the job freeze that was supposed to prevent employees from jumping from one job to another. Then in 1947 came the Taft-Hartley amendment of the Wagner Act. Just recently we emerged from the Korean conflict. It certainly has been an eventful 30 years.

During that same thirty years, and particularly in the last 10 or 12 years, we have seen our national income grow by leaps and bounds. And we have also seen our productivity and our productive capacity grow by leaps and bounds—due, in no small measure, to our great technological advances. Our standard of living is the envy of the world. Just take a look in any parking lot and count the number of late-model cars there—cars in which the employees drove to work. Or count the number of television aeries in any neighborhood or trailer camp.

Here in the United States we occupy only seven per cent of the earth's surface. We have only six per cent of the world's population. But we produce 50 per cent of the world's wealth.

I mentioned cars in our employee parking lots. Whenever I pass a plant parking lot, I am reminded of the story (probably most of you have already heard it, but I'm going to tell it anyhow) about the American and the Russian who were discussing the relative merits of our capitalistic free-enterprise system and the Russian system of controlled economy.

They had pictures of manufacturing plants in the two countries. Outside the Russian plant there was a big limousine. The American said: "Who owns that?" The Russian replied: "The Boss." The American said: "Who owns the plant?" The Russian replied: "The workers."

Then they looked at the picture of the American plant, and the Russian said: "Who owns that plant?" And the American replied: "The Boss." Then the Russian said: "Who do all those cars belong to?" The American replied: "The workers."

**T**HAT story is intended to illustrate a point—the difference between the standard of living of an American workman under our system of free enterprise and private ownership and the standard of living of a workman under a collective system of controlled economy. But it is a little bit misleading in terms of thinking that the boss owns the plant.

In the great majority of cases the boss who owns the plant is not one man or a small group of men, but a lot of people known as the stockholders. Some people think of the owner as a big bank or trust company. You may or may not be surprised to hear that individuals—people like doctors, dentists, clergymen and school teachers—own 96 per cent of the stock in American corporations. **Only four per cent is held by banks and trust companies. And three out of four of these stockholders own less than 100 shares.**

There are between seven and eight million people in the United States who own stock in one or more corporations. And it is these same corporations that produce over half our national income, and account for 64 per cent of all wages and salaries paid in the United States.

These stockholders—investors—expect results from their management teams, and some of them are not at all backward in expressing their views to management.

Best indication of this is the letters I receive almost every day from our Auto-Lite stockholders. One wants to know why we don't increase the dividend rate. Another wants to know why we spent so much money for radio and TV advertising. Another asked some searching questions about our engineering department and the development of new products. Another wants to know why we haven't done more in aviation.

There is nothing particularly unusual about these letters. Letters with similar questions and comments are being received by business firms all over the country. They must be answered—and answered with facts, facts that tell what management is doing in meeting or preparing to meet competition and to show progress and a profit. These people invested their savings in our companies. They put up the money that built our plants and bought the machinery and equipment that produce the products we sell.

**N**OW, you may ask, where does the foreman fit into all this? Well, for one thing, the foreman is the member of the management team that is in daily contact with the people in the various departments that produce the product or perform the services that we sell. And, it seems to me, the foreman should thoroughly understand this background, so that he has the proper perspective in his thinking. **All too often, I think, the owner of the company is pictured as some pompous individual with a heavy gold watch chain and a big diamond on his finger.**

I have also run across some people—not stockholders—who have the mistaken idea that there is something sinister or immoral about making a profit in the operation of a business. Some of you here in this room may remember a famous labor leader of yesteryear by the name of Samuel Gompers. He said that one of the worst misfortunes that could befall a workman is to

(Continued on page 28)



## HEADING FOR

**FORT WORTH**—The sign over the businessman's desk read: "If you don't live in Fort Worth, you are just camping out."

This boastful expression of pride and sentiment is one reason why hundreds of NAF members will stop "camping out" September 28, 29 and 30 and move here for the 32nd Annual Convention. The NAF board of directors will meet Oct. 1.

Those who arrive in an "Okay, you Texans, now show me," frame of mind are in for a busy bit of showing.

Texas pride, they will discover, is hog tied to Texas hospitality.

The two go together like Con-vair and B-36's, oil and water, and Stetsons and cowboys.

And it all means convention visitors are going to be "a do'in" and "a seein'" and "a goin'" like never before.

These Fort Worth people really know how to handle a dude. Latest figures put the population of the city at 338,984 persons. That's an 89.73 per cent increase compared to 1940 and that businessman with the sign over his

desk will probably tell you, "They were just folks like you all who came here because it's better than camping out."

Many delegates to the Fort Worth convention will take their vacations in Mexico, since it is only a day's drive from Fort Worth to Monterrey, Mexico. Or only four hours by plane to Mexico City.

In Mexico, often called the "land of beauty and enchantment," the American dollar is now worth over 12 Mexican pesos.

Never has the NAF sponsored a convention offering so many unique vacation-time possibilities . . . Mexico, Carlsbad Caverns, Gulf of Mexico, Texas National parks, New Orleans, dude ranches, deep sea fishing . . .

The convention theme itself "Management's New Frontiers" is as challenging and broad as the Texas plains that surround this beautiful city.

Activities on the program at the Hotel Texas headquarters and the attractions throughout the city can keep you and hundreds of other dudes so thoroughly occupied you'll forget you ever got off the train or plane.

Here is a metropolis, which despite its boom and prosperity, blends sweetly with the charm and romance of the old west.

You can buzz out of the center of town over a super-highway and catch up with the cowboy's chuck wagon in less than an hour.

More likely, however, you will meet him right there at the hotel and he'll want to take you out to see his home, his garden, his steers, or his helicopter.

And remember there are over 300,000 Texans here just like him. They all expect to convince you that you ought to stay—not just for three or four days, but for good.

## FORT WORTH





## SELLING MANAGEMENT ON

# Psychological TESTS

By LLOYD N. COOK  
Personnel Manager  
The Denison Engineering Co.,  
Columbus, Ohio

**L**ACK of understanding on the use of psychological tests in hiring new employes and placing them in the right jobs has kept a large part of management from using a valuable personnel technique.

Unfortunately, many of the people who understand least about testing are the people who are most concerned with the results of it.

These people are the members of management who are constantly replacing and transferring employes. The success of their departments and company, and their own personal success,

depends largely on the ability of the people whom they supervise.

Countless numbers of dollars are being spent to improve industrial equipment. Automation is becoming a reality and many industrialists forecast that complete plants in the very near future will be a huge conglomeration of wheels, gears and all of the things that go to make automatic operation.

All of this equipment will be operated by a few people with only casual supervision. However, these few important people will have the entire responsibility of seeing that the operation is efficient.

Manufacturing costs are being cut by the addition of automatic equipment but the one serious drawback in the entire operation is the unpredictable human being.

**The job of selecting the right person for the proper job is becoming increasingly difficult since automation brings with it the evils of repetition and boredom, but on the other hand more responsibility.**

Today, members of management feel that there is some merit in determining a person's personality characteristics, general intelligence, and specific aptitudes. As a matter of fact, most good supervisors will consider all of these factors when selecting and placing a new employee.

The problem, however, is that "horse and buggy" methods are

(Continued on page 14)

"Selling Management On Psychological Tests" is the second in a series of three articles being presented by MANAGE on techniques in personnel evaluation. The third article dealing with the "Case of the Overqualified Employee" will appear in the next issue of the magazine.

## SELLING MANAGEMENT ON PSYCHOLOGICAL TESTS

(Continued from page 13)

being used in spite of the fact that a "sleek new racing car" is ready and available. Practically all good supervisors can tell how well a new employee is doing after six months on a job. He knows if the employee has personal problems . . . how quick he grasps job knowledge, and how well he is getting along with his associates.

This is an excellent, almost foolproof, method. Of course, it is also an expensive method. By the time they discover a new employee is not capable of handling the particular job for which he was hired, the company has wasted a tremendous amount of money and time, and still, the job must be done over again.

There is no question that good supervisors are looking for better ways of picking the right person for a given job. Testing is one of the important "better" ways and it is unfortunate modern testing methods are not being used to the mutual advantage of every company and employee.

Perhaps the biggest reason why testing is not being used more widely is that it has not been explained properly to industry and the people who understand testing have become so involved in devising new tests and improving old tests that they have overlooked the job of selling tests to industry.

### ARMY PIONEERED

Let's go back thirty years to see how testing has progressed. The First World War was just beginning when our military forces faced a real need for increased manpower in a very short time. They needed some fast method to channel this manpower into the proper spots. In 1917 and 1918 the now famous Army Alpha and Army Beta tests were inaugurated on a wide scale. The Army Alpha test was a language test of general ability which was given to literates. The Army Beta test

was a comparable test. It was for testing men who were unable to either read or write.

The success of these tests is now a matter of record. There are many jokes about the military services making a cook out of an auto mechanic and an engineer out of a baker. No doubt this happened. But the truth of the matter is that most of the people were tested and placed in proper jobs. In this way the country was able to build up an exceptionally good fighting force in a much shorter time than was ever thought possible.

### INDUSTRY'S MISTAKE

**After World War I, industry became very interested in psychological testing but made one frightening mistake. Since the tests had done so well for our fighting forces, they assumed that all tests were perfect. Now, employment was no problem . . . just give a test and hire on the basis of that test.**

This was a very unfortunate error and it has retarded the progress of sound psychological testing in industry many years.

Very quickly, industry learned that psychological tests could not be used to replace all other methods of selecting. Frequently test items were not valid. This meant that in many cases, the material did not test the particular skill or ability which it was intended to test. The results of these early industrial tests had not been correlated with other means of rating, thus the results were not thoroughly reliable.

**By putting tests that were not valid and reliable in the hands of inexperienced testers, the whole testing program toppled. Many of the older members of management can remember how testing failed miserably in the 1920's.**

The majority of the industries which attempted psychological testing had discarded it by the late 1930's and, with the exception of educational institutions and military services, it was almost forgotten.

### RESEARCH CONTINUED

Psychologists all over the world, through the encouragement of educational institutions and military services, continued their research to develop new and better tests for personality, general intelligence, and aptitudes. Tests were given to many thousands of people and the test predictions were checked years later against the accomplishments of the individual.

The reliability of many of the tests, or their ability to predict, reach 80 or 90 per cent.

Test item validity was equally as high. The tests were now determining the skills and abilities properly. But while this was taking place, industries reverted to other methods of selecting and placing employees.

Many "old-time" supervisors claimed special ability as "pickers." Some of the methods used for selecting employees included astrology, flipping a coin, palmistry, drawing straws, divination, fortune telling, intuition, and what is referred to incorrectly as "character analysis." Of course, not all supervisors believe in very many of these methods but a surprising number of them are used.

In a recent survey, ten supervisors were given an opportunity to use their own special way of selecting people. Nine applicants who were applying for an assembly job were interviewed and rated by the ten supervisors. The results of this test speak for themselves. **See Chart on next page.**

### THE GUESSING GAME

Glaring differences of opinion preclude the possibility of all these gentlemen being good judges of men! Messrs. Green and Courtney were not, by admission, thoroughly familiar with the job requirements. Although they disagreed completely on the first and last choice neither one "missed the

boat" anymore completely than the "more experienced pickers."

The generally accepted procedure for selection and placement, according to a National Industrial Conference Board survey, includes: a preliminary interview by a receptionist, filling out an application form, and administering psychological employment tests.

It also includes a second interview in which the application form and the employment test results, a thorough investigation of previous work experience, education, and personal references are reviewed.

The results of all of these steps are combined in determining whether the applicant meets the requirements for employment. None of these steps can be excluded in a successful program.

Unfortunately, most of these various individual steps are more widely accepted and understood by management than the psychological testing phase.

In establishing a testing program, it is management's responsibility to see that the program is placed in qualified hands. Then it is up to the test supervisors to educate other members of management in the use of psychological tests.

## A SELLING JOB

Human nature avoids the use of anything that is foreign or

unknown. The job of explaining and selling psychological tests must be done the same as a new product is explained and sold. The uninformed supervisor is no different than the prospective customer. Both demand a logical and reasonable explanation before they will buy.

The sales program for psychological testing should include a thorough account of the amount of research spent in improving psychological tests. The manuals distributed with the psychological tests by testing bureaus contain complete information and directions for administering the test, the test results as compared to other means of selection, how to interpret the test score, and the effect of uncontrollable variables on the test score. Average scores are listed according to the results obtained in testing a large group of people engaged in a particular occupation. If this list is not especially suitable for your use, instructions for obtaining average scores for a particular job in your company also are included.

**Qualified persons know how to combine a battery of psychological tests to establish minimum scores for any particular job. Once this has been done, the guess-work in selecting new employees is cut to a minimum.**

Some of the points which should be included in the psy-

chological testing "salestalk" are:

- 1—An applicant can be compared very quickly to thousands of other people who are successfully doing the jobs for which he is being considered.
- 2—Test results point out a person who will benefit from training.
- 3—Establishing "cut off" or minimum test scores will eliminate time wasted interviewing unqualified applicants.
- 4—Objective information will be available to support the selection of an applicant.
- 5—Individual potential may go unnoticed if a particular aptitude is overlooked.

Hundreds of tests are available today, some better than others. The selection of tests, whether it be for general intelligence, mechanical ability, personality adjustment, supervisory ability, or special interests, must be done by a trained, qualified person. Psychological tests are not expensive and will pay for themselves over and over again if used properly.

Today, more than ever, management is looking for new and better ways to cut costs. Why not investigate the many advantages of sound psychological testing and how your company can benefit by their use?

**Here's what happened when 10 foremen and supervisors used their own special method of rating prospective employees for a certain job. Each rated the man he thought was best qualified for the job "1."**

	Mr. Berger's ratings	Mr. Henderson's ratings	Mr. Anderson's ratings	Mr. Pyle's ratings	Mr. Williams' ratings	Mr. Green's ratings	Mr. Cramer's ratings	Mr. Courtney's ratings	Mr. Geddes' ratings	Mr. Walters' ratings
Applicant "A"	1	2	9	3	2	4	8	1	5	6
Applicant "B"	2	4	6	7	1	6	7	2	1	5
Applicant "C"	3	1	1	2	3	3	6	5	4	4
Applicant "D"	4	7	2	1	4	2	1	3	6	9
Applicant "E"	5	6	3	4	6	5	2	4	9	7
Applicant "F"	6	3	7	6	5	9	3	6	2	8
Applicant "G"	7	5	4	5	9	1	9	9	3	2
Applicant "H"	8	9	8	9	8	7	5	7	7	3
Applicant "I"	9	8	5	8	7	8	4	8	8	1

# the management man in your life

by Helena Sim

**M**ANY times when I'm talking with friends, my favorite subject, "the man in your life," comes up. Each time I feel I must suggest that too many women have too many personal ambitions, due to our changing times, and they don't give their husbands enough of their time, interest and devotion.

My thoughts began to take shape on this subject one day when I heard a radio quiz master ask a young woman what she did. She answered rather vaguely, "Oh, not much."

I knew she was a busy housewife and mother so I asked her why she gave that answer. Her reply was, "Why, just being a housewife sounds so dull."

There you have the reason for the personal ambitions of some women. To the wife at home faced with a sink full of dirty dishes—the newsboy at the door to collect—and a baby who needs

The wives of our readership have been particularly faithful to **MANAGE** through the years and this story is our box of chocolates to them.

Helena Sim, the author, is the wife of a Royal Canadian Air Force officer. We think our feminine audience will like it.

a dry diaper, the life of the working girl looks romantic. But, often as not, that office worker envies the busy housewife and mother. After all, a successful wife and mother has attained the highest goal of womanhood.

Of course, the "battle of the dust" gets monotonous at times but it won't if you come out from behind that dust cloud and keep house with some imagination. Inject some fun into being a housewife and it's not so bad. Why not dress up your table with the best china and silver occasionally? How about interesting centerpieces?

If your management man carries his lunch with him, think  
(Continued on page 34)

**MANAGE** March 1955

*troubles . . .*

*problems . . .*

*it's the same every day*

*if you feel that way you*

By WILLIAM C. MENNINGER, M.D.

General secretary of The Menninger Foundation,  
Topeka, Kansas

EVERYONE needs someone to tell his troubles to, especially those who spend their days listening to everyone else's.

Because of the nature of his job, the leader, whether a business executive, a political figure, a civic or labor leader, must deal with many kinds of personality problems every day.

Sometimes this means working with a neurotic, alcoholic or ill-tempered subordinate. Sometimes it means dealing with labor problems, absenteeism, low morale, dissipatedness or disinterest. Some of his fellow leaders or executives may be domineering, autocratic, irresponsible or unreasonable. As a leader he is expected to meet each of these problems as it comes and to deal with it effectively and decisively.

Yet, with all this responsibility for understanding the emotional problems of others, we must not forget that the leader too, is human. He has his own personal problems in terms of his family, his job, his community and—like others he leads—he brings his troubles to his job from home and to his home from the job.

This was shown in a recent survey by the Young Presidents Club, an organization of young men holding positions of top leadership in industry. The survey disclosed a great many executives believe that one of their primary needs in improving their abilities on the job is to find better ways of reducing their personal worries and anxieties—*what they think about at night*.

Some other characteristics of executives, as pointed up by the survey are these:

He puts in excessive working hours (though I am likely to believe that this is a mark of a poor executive rather than a good one.)

He spends 80 per cent of his entire office time just talking to people, not including telephone calls and dictating to secretaries.

He obviously neglects his most important job—finding time to think.

He is constantly plagued by the feeling that he has more work to do on any given day than he can satisfactorily accomplish.

**Worry  
While  
You  
Work**

He usually considers himself a man of action; often he tends to make decisions without sufficient thought behind them.

Yet, though he may think of himself as primarily a man of action and decision, *his real function is as a teacher, a planner, counsellor, supervisor, mediator and a disciplinarian rather than a personal doer*. Most of the results he achieves are by working with people and getting them to do things rather than by doing all the work himself.

(Continued on page 27)

# here's an employee relations idea paying big dividends in industrial recreation, good citizenship, security alertness, labor-management cooperation and community relations

By HARRISON BEARDSLEY

**T**HERE'S a little ham in everyone."

Anyone who has played the lead or even a walk-on part in the annual school play will agree with this notion of the powerful emotion of being "stage struck."

Now two Middletown, Ohio companies whose imaginative management people realize the value of something with universal appeal, have developed the point into a unique employee relations and recreation feature.

Yes, the plant drama society has been around here and there in industry for some time, but rarely anything like "Red Alert," a 26-week radio serial over Middletown's station WPFB. The show is sponsored by the Aeronca Manufacturing Corp., and the Crystal Tissue Co.

But the two companies do more than just pay for the time. They provide a cast of characters for each show. And that's where the hams come in. The cast is

composed of people working at Aeronca and Crystal.

"Red Alert" is a true-to-life drama about the way the Communist party tried, and in many cases succeeded, in infiltrating unions, industry, schools and other Ohio institutions and organizations.

The show's directors get their characters—the people who play commies, FBI agents, well-meaning dupes, etc., from assembly lines, stock rooms and the front offices of the two companies. In fact the whole program is designed to permit frequent, almost weekly changes in the cast so that participation among employees is practically unlimited.

It is one show where the producer goes out of his way to "get everyone into the act."

This and the fact that the production has created intense interest among other employees, who do not actually participate,

as well as the general public, is one of the biggest selling points to management.

Aeronca President John A. Lawler believes, "We've reached people here with this that we've never reached before."

"For years we've had a very successful basketball team here at the plant. But you have to be six feet four and very, very good to play on it. We have a flying club. But of course there are lots of people who don't know how to fly. Almost everything we've had in the way of recreation has some restrictions. But this is new and entirely different."

Out at Crystal you find the same enthusiastic response. Robert J. McDade, industrial relations manager, says, "This is

## COMPANYH



the sort of thing that helps to break down the barrier between management and the people working out in the shop. They work side-by-side, rehearsing their lines together. They make the same mistakes, and they get the same kick out of it.

"It's the kind of thing that gets people to understand each other and it gives our employees an opportunity to do something they've never done before."

"Red Alert's" producer-director-script writer, Ed Edmiston, puts it this way: "When the boys in the shop find out the people in the office are just as anxious to play house as they are, they're impressed."

Another pleased backer of the show at Crystal is John Larson, advertising and promotion manager. He plays the part of a private investigator in the show.

For Aeronca "Red Alert" has still another blessing.

The company manufactures component parts for the U.S. Air Force's B-47 and B-52 jet bombers. This confronts management with a constant security problem.

In real life "Comrade Ruth" is Mrs. Jane Hall, an Aeronca production expeditor, and the mother of two children who "get awfully excited whenever Mommie's on the radio."

Despite the obvious advantage in the topic of the program for Aeronca, President Lawler rates security as merely a secondary benefit.

"The most important thing to us is its value in employee relations. With this show we are reaching the people in the shop," he says.

Don DeFrates, a machine operator and chief representative of the Aeronca Employees Independent Union, confirms this.

Until "Red Alert" came along Don's big interest in company recreation was bowling. Now he's the first to admit:

"I'd rather act than bowl. In fact I've skipped bowling night to make rehearsals. This program has a great following."

Members of the cast know the size of their audience from the phone calls they get from friends and relatives in southwestern

himself. That's one of management's biggest problems—finding people who can explain things properly to the people working with them. This show is a natural for developing that sort of thing. It brings out your speaking ability and it helps to knock down shyness. A lot of people can find themselves in something like this."

Another NAF member, Wilbur (Bud) Fisher, Aeronca's employment manager, explains, "Everyone who goes on that program feels pride in being recognized. In a company like ours with over 2,000 employees, recognition is a difficult thing."

"Red Alert" was brought to life by Martha Edmiston, Aeronca public relations director, and her husband, Ed, a Middletown newspaper man.

They served as undercover operatives for the FBI in the Communist party from 1939 to 1941. Their testimony before the House unAmerican Activities Committee in Washington in 1950 made headlines in many parts of the country.

Ed says the most amazing thing to him about the project

# NYHAMMS FIGHT COMMUNISM FROM THE AIR

"Red Alert" with its theme centered on Communist infiltration, has made the fence at Aeronca appear six feet higher to security conscious officials.

Stock room clerk Doug Hobart, who is a professional entertainer in his free time, says, "In the show I play the part of a Communist party organizer and it's made me realize what a dirty rat a communist really is."

An attractive brunette, "Comrade Ruth," to "Red Alert" listeners, explains, "I realize things about security I never thought of before and I know why. It's because now I understand more about the communists."

Ohio and from the treatment they get from fellow workers.

The star of the show often returns to work the day after a broadcast to meet a barrage of questions like: "Hey, bub, when are you going to sign your new contract with NBC?"

As one participant explains it, "there's plenty of kidding and that's half the fun. We know they're listening."

A member of the Aeronca Management Club, Ray Lovely, points out a double advantage in the show for foremen and supervisors.

"Anyone in supervision these days must be able to express

is "the way the people go for being the villain. They all want to be those lousy communists.

"It just goes to show you that there's a little ham in everyone."



# Washington Report

## for SUPERVISORS

BY SAMUEL IRISH

**A**LL of us either will die or grow old.

If you're like this reporter, you'll prefer the latter course, carried out as pleasantly and inexpensively as possible. In that case, you'll be interested in President Eisenhower's health-without-socialization program now before the 84th Congress.

The President's eight-point plan was transmitted in a series of special messages developing specific points in the broad "human welfare" part of the Administration's over-all program laid down in the State-of-the-Union message. Republican Senator Alexander Smith of New Jersey promptly dropped a bill, S. 886, into the hopper embodying all eight points in a package. Several Democratic Senators raced to introduce separate measures covering different points. Much the same procedure was followed in the House with H. R. 3458 being the package deal.

All in all, there is strong sentiment in both parties in favor of better health for Americans at better distributed costs.

### \$10 BILLION WALLOP

Last year, according to statistics gleaned from "Madame Secretary" Oveta Culp Hobby's Department of Health, Education and Welfare, the nation's medical bill ran over \$10 billion, an increase of \$3 billion since 1948. Of this sum only about 25 per cent was covered by some form of prepaid health insurance.

In human terms, this meant that the American had to scrap his budget, dig into savings or go into debt, to pay some \$7.5

billion for doctors, hospitals, dentists, nurses and the myriad physical accessories of medical care over and above those paid for by the "hospitalization" plans in effect.

As President Eisenhower told Congress:

**"many of our fellow Americans cannot afford to pay the costs of medical care when it is needed, and they are not protected by adequate health insurance."**

Heart of the Eisenhower health program this year and its most controversial point is the recommendation for reinsurance of health insurance policies written by private organizations. This will cost \$100 million. With the government assuming much of the risk, it is hoped that the private companies will do a better job in giving fuller coverage—paying more of the costs of serious, expensive illnesses—to the 100 million Americans now partially and obviously inadequately covered. Also it is hoped that many of the 60 million still without health insurance of any kind, most of whom are in rural areas, can be brought in.

**Of special interest is the recommendation for reinsurance of coverage on non-hospitalized illness expenses. Most of us probably pay more for medical care in the doctor's office and calls to the home than we do for hospital care. Under most policies, however, expenses connected with hospitalization are the only costs covered.**

A similar reinsurance recom-

mendation was defeated in the Republican 83rd Congress under American Medical Association attacks that it was the old foot-in-the-door for socialized medicine. However, the Administration has been doing missionary work in pointing out that the Eisenhower approach of operating through private enterprise is entirely different from the old Truman approach of a national health program. This proposal provided mechanics similar to social security, with pay roll deductions, matching employer contributions, and administration by the Federal government.

### "BALANCE OF TERROR"

We won't need to worry about who's going to pay what medical costs unless what Winston Churchill has called "the balance of terror" is accepted as a substitute for the old "balance of power" that we used to study about in our history books. That is, to quote the paradoxical Churchill again,

**"It is to the universality of potential destruction that we may look with hope and even confidence."**

Translated into United Statesese, this means that if we face the fact that Russia can destroy us with nuclear weapons, and Russia faces the fact that we can destroy her with even better nuclear weapons, then the chances are that neither side is going to commit national suicide by doing anything to provoke war with the other.

The mere fact that, as asserted recently by no less an authority than Assistant Defense Secre-

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MANAGE March 1955

# POINTERS

## for the NEW FOREMAN

By GEORGE L. DOWNS

Manager—Great Arrow Plant, Sylvania Electric Products Inc.

IT has been my experience that new supervisors often make certain mistakes through inexperience.

The points I am about to make cover mistakes common to a lot of new men in management (and some not so new), and are in general not included in the various text books on industrial management, foremanship, etc. I am passing them along in the hope that they may be helpful.

**PUT ON THE PRESIDENT'S HAT.** This means trying to solve your problems with an over-all company point of view instead of solely in the light of your own specific responsibility. One of the most difficult problems faced by men in administrative positions is that of persuading people to work together for the best interest of the total enterprise.

It is a very human tendency for each man to solve his problems for the best efficiency and most favorable conditions within the limits of his responsibility and to view problems facing the company only in terms of the effect upon that responsibility.

This, of course, does not always yield the correct answer. Try solving your inter-departmental problems from what you think would be the point of view of the head of the company. This will give you good practice in broad thinking and you may be surprised at the cooperation engendered.

**KEEP THE WALLS DOWN.** Resentments are bound to occur

between you and your associates. Be quick to bring these out in the open and resolve them. If you are harboring an injured feeling because of some associate's action, talk it over with him. You probably will see the problem resolved. If you have reason to believe someone is "sore" at you, ask him about it. Maybe you have done him a wrong—maybe not. In any event, it never hurts to ask. If you feel a subordinate is doing unsatisfactory work, talk it over—give him a chance to improve.

I cannot over-emphasize how necessary it is to keep these person-to-person channels of communication open. If little resentments are allowed to pile up day by day, they will gradually build a wall brick-by-brick between two people. Once such a wall is erected it prevents mutual understanding and cooperation. It sometimes takes quite an explosion to topple such a wall. Keep the walls from building up by removing every "brick" as soon as it appears.

**TRY TO HANDLE YOUR OWN PROBLEMS.** Many new men feel they have done enough when they have recognized a problem affecting their department and then go to the boss for a solution. This is only half the job.

In the beginning, after recognizing the problem you should determine what you think is the proper solution and then contact your supervisor for ap-

proval. In this way, he will become familiar with your thinking, and gradually an area will be defined in which you will have discretion and can take action without prior approval.

**BE QUICK TO ADMIT YOUR MISTAKES.** Only a man who is weak and insecure in his position will be caught defending an error. The man who has the respect of all is the one who will immediately and frankly admit to error, learn from it, correct it, and not do it again.

You should be the first to advise your superior of an error you have made because this protects him. He is likely to hear about it from other sources, and if you have already informed him he has a chance to take whatever action he feels is necessary and is ready to explain the situation to others.

**REPORT INABILITY TO COMPLETE ASSIGNED TASKS.** In like fashion, you must report in advance, if possible, your inability to complete assigned tasks properly or on time. These assignments may be vital to an over-all company schedule, and unless you report this to your immediate supervisor, he may not have a chance to take action which would otherwise have been indicated in view of the circumstances.

**PIRATING.** It is obvious when you think about it that no two parts of the same company can bid against one another for the

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# AN ANSWER TO

## What's Wrong With Supervision

**Editor's Note:** The December issue of **MANAGE** carried an article which undoubtedly jarred the thoughts of many a foreman and supervisor. The article was entitled "What's Wrong With Supervision?" It was written by Jack Curran, an industrial worker who has been supervised for 25 years. He didn't bandy around with words. Among the things he stated was, "... searching back through my industrial years I find only three foremen who were worthy of complete respect and obtained high production because they won and continued to earn it from those of us under them." Here now is an answer to Mr. Curran's article that is just as forthright and to the point as the original, blunt question. It is written by a member of The Foremen's Club of Greater Cleveland.

By **L. A. ROSENTHAL**  
Production Superintendent,  
The Electric Products Co.,  
Cleveland, Ohio

**N**OT too long ago I heard the personnel manager of a large company remark, "You know the trouble with too many of our first-line supervisors is that they stick too close to the union boys."

I mention this remark only because it may have some bearing on Mr. Curran's experience and observations as expressed in his article "What's Wrong With Supervision?"

It may well be the hard core of the promotion problem.

Is it a mistake to appoint a foreman from the ranks of or-

ganized labor? I realize that the question is an important one and requires skillful handling. Also, before I express myself I wish to stress that these statements represent my own opinion and do not necessarily reflect the views of other persons or groups.

I believe it's a great mistake whenever the person promoted to foreman is a sociable guy, who for years has been buddy-buddy with the men whose boss he must be. Two courses will be open to him in his new job. If he chooses to cut himself off from all social contacts with the boys, they'll be hurt or angry. But if he doesn't, he'll wish he had.

I know many fellows have made the jump up from the union ranks to foremanship, but I doubt that many of them did it

without leaving a trail of bruised feelings behind. Bruised feelings lead to dissatisfaction and occasionally revolt.

Some of these men have difficulty adjusting to the new environment. As workers they may have been suspicious of management. Sometimes this attitude of suspicion continues in the new supervisory job. These men have a feeling of insecurity which they attribute to the lack of union protection they had as workers.

They are most likely to stand on their own dignity first and think of the company's best interest second. They are reluctant to do anything beyond the immediate, obvious requirements of their job unless they are paid for it.

They are responsible for the attitude of some management that supervisors are to be tolerated rather than made a functioning part of management.

It is my belief that no member of the management team has any protection other than that of doing a good job in order to hold his position.

I believe the modern industrial supervisor has developed an infinitely greater sense of responsibility and is, therefore, an individualist.

A great many men now engaged in supervision are making frequent self-appraisals to determine whether they are keeping

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**MANAGE** March 1955

**Convair NAF clubs in  
Pomona and San Diego,  
California won it last  
year. Now here comes**

# CONVAIR---FORT WORTH

## The Management Team of the Month

To the Editor:

The Convair Management Club of Fort Worth, Tex., sponsors an annual Christmas project known as "Fix-A-Toy," to collect, repair, and distribute toys to needy children in the Fort Worth area.

The club began this project as an important element in our company's community relations program, a prime responsibility of American industrial management. Management functions like this keep the prestige of Convair-Fort Worth high in this area. As a result of this "Fix-A-Toy" program and other club activities, Convair-Fort Worth has become synonymous with "good corporate citizenship."

Every member of the club who participated in our 1954 "Fix-A-Toy" campaign improved himself as a local citizen.

Through this project the club distributed 20,000 toys to more than 2,800 children, and because it created so much public interest I would like to nominate the Convair-Fort Worth Management Club for the Management Team of the Month award.

Project "Fix-A-Toy" began in 1953. Most of the repair work on the toys that year was done

in the home workshop of Guy Nesbitt, Convair foreman, who originated the "Fix-A-Toy" idea. However, last year the large number of toys collected sent us searching for more room and the workshop was moved to one of the permanent buildings on the grounds of the Will Rogers Memorial Coliseum.

The project got underway after Jack Brittain, 1954 club president, appointed committees to carry out assignments.

Thousands of Convair-Fort Worth employees contributed toys to the project at collection boxes placed at the plant gates. More than 1,500 employees devoted 5,000 hours of their free time to repairing the toys. These volunteer workers operated the workshop from 8 a.m. to midnight, six days a week for more than two months.

To supplement the toys collected at the plant 250 club members conducted a city-wide drive with trucks, pickups and cars to gather toys. Within a few hours they were bringing in toys by the thousands. By the end of the day they had 14 truckloads ready for the shops. Many of the toys were donated by Fort Worth merchants.

While the toy collections and repairs were in progress other club members were obtaining the names of needy families in the area of the Fort Worth Community Council. Club members got the names, addresses, the number of children in the families and their ages and sex. With this information members were able to make up individual boxes tailored to fit the needs of each family.

It took 20 trucks four days to distribute the toys to various sections of the city. A final count showed that 670 homes were visited. In addition, toys were taken to children in several orphans' homes, to some 200 families adopted by 25 departments at the plant and to several charitable organizations.

"Fix-A-Toy" general chairman Cecil Carter placed the value of the toys at \$45,000. They included 364 tricycles, 35 bikes, 112 wagons, 62 sidewalk autos, hundreds of dolls of all descriptions and games and small toys.

**S. J. Middleton**  
*President*  
**Convair Management Club**  
**Fort Worth, Texas**

MANAGE March 1955

# How would YOU have solved this?

**NEW DEADLINES SET FOR ANSWERS TO PROBLEMS.** Last month **MANAGE** announced new deadlines for answers to "How Would You Have Solved This?" designed to permit wider participation among the readers. Due to the change over in format to the new **MANAGE** magazine those deadlines have been revised again to the advantage of entrants.

Answers to February problem number 2 carried in the February issue which were due on March 20, 1955 will be accepted if postmarked no later than March 30, 1955.

Answers to the May problem contained in this issue will be accepted if postmarked no later than May 1. Winners of February problem number 2 will be carried in the May issue. Winners of the May problem will be carried in the June issue.

## HERE IS THE SUPERVISORY PROBLEM FOR MAY

Dick had been hired as a machinist at National Gasatskie Pin just prior to World War II. He had made several splendid contributions to the suggestion program and had impressed his employers so that they regarded him as a promotable employee.

Dick did receive some minor promotions: job setter to group leader. Then finally he was placed on the management team.

During the time Dick was an hourly rated worker one of his responsibilities was to establish the feeds and speeds for a certain component. Because he wanted to be one of the boys, Dick would set the machine just low enough to make it difficult for the time study engineer to detect it. After the study had been made he would increase the feeds and speeds to the proper setting and thus make it easy for the boys down the line to meet the standard.

However, shortly after Dick's promotion, he decided to gain the attention of his employers again as he had with his suggestions. He figured that raising the production of his department would do it. So he notified the time

study engineer that some improvements could be made and that the jobs should be restudied.

Each job was restudied and there was an increase in the standards and quotas.

But Dick hadn't counted on the resentment that swelled up among the employees. They became uncooperative. They began grumbling and then came grievance after grievance.

It got so bad Dick finally informed his superior what he had done.

If you were Dick's boss how would you have corrected this very difficult situation?

*(Remember the deadline for this problem. Answers must be postmarked not later than May 1, 1955.)*

## HERE WAS SUPERVISORY PROBLEM NUMBER 1 FOR FEBRUARY

Sam had been promoted from chief welder to line foreman a year and one-half before trouble struck. Sam was well liked, knew the men, their jobs and their habits. Usually their production was more than satisfactory. However, when Harry joined the group, production decreased.

Sam grew worried. In his attempt to determine the cause he found his men were gambling. But he had no way of proving it.

The men would gather in a curtained welding booth, post a lookout and have a few rolls of dice. The booth was located so that it prevented an indirect approach. When Sam started toward the booth the lookout would give his warning and the game would stop.

Sam realized the lack of production was enough to put his job in jeopardy to say nothing of the possible results of the gambling. How would you have solved Sam's problem?

## THE WINNERS

The following are the best solutions to the supervisory problem number 1 of the February issue. The persons who wrote them have received checks for \$10 each and a handsome two-color Merit Award certificate for framing.

### ANALYZE THE PROBLEM

Bl William E. Hill Jr., Ethyl Corp., Baton Rouge, La.

It is a well known fact that the most difficult period of a line foreman's working life is that period of readjustment from welder or operator, or what have you, to the management team. This crucial period will "make or break" a man and may guide his course for many years to come.

Sam has come through this period very satisfactorily. This is proven by the production rate that Sam's group has accomplished since his promotion from chief welder to line foreman.

It is now evident that Sam's men are taking advantage of him and that something will have to be done at once. There are two possible sources of difficulty that need to be looked into immediately. Does Harry, the new man, have a disturbing influence on his fellow workers? Are the men taking advantage of their new foreman? Or is Sam resting on his laurels?

Sam must analyze the situation and get production back to normal. He must first ask himself the question: "Am I doing my job?" Perhaps this is the trouble, if so, the problem may be solved at this point. Sam must be honest with himself and admit to himself if he has been wrong. Corrective action should be taken.

The other source of difficulty may be the new man, Harry. Since gambling is a violation of plant rules and Harry is a new man, he may not have full knowledge of this or its consequences. And since Sam is not positive that gambling is the cause he cannot morally accuse any man and must therefore discuss this problem with all of his men and be firm, citing, but not threatening, the consequences of violations of plant rules.

In conclusion, a thorough analysis by Sam and corrective action will solve the problem. In this case it must be said that the analysis is the most important move.

#### NEGLECTED PERSONAL CONTACT

*By James F. Skelly, Tujunga, Calif.*

We, the jury, will examine this perplexing but not too uncommon problem that Sam is facing after a year and one-half of comparatively smooth sailing as a line foreman. It would appear that Sam, with his splendid background, knowing the men as he does, their jobs and work habits, should be well fitted to solve this temporary setback.

What are the causes? Why should a group of fine men, who worked with Sam, who know him and like him, suddenly turn the other way to disrupt the flow of production and start gambling on the job? Is Harry the culprit? Is Sam at fault for neglecting to maintain the personal touch?

While it is evident that all the men are equally responsible for this violation, we must remember that they are subject to human weaknesses and can sometimes be led into doing foolish things. Under the circumstances they must be dealt with firmly but with patience and understanding. No need for Sam to set traps for his men. No need to spy on them, or try to catch them in the act. He knows what is going on and he knows that production is falling off.

Sam, himself, is somewhat at fault because he has been neglecting to maintain close personal contact with the men and as a result he may be losing their respect and confidence. This is Sam's first big human problem since taking over as foreman. The circumstances require decision and action.

Even if Sam must speak to the men collectively or one by one, he should certainly make every effort to let them all know how he feels, how the company feels about gambling on the job. Sam can and must regain the confidence and loyalty of his men and henceforth he should strive to give them more personal attention and guidance. Finally it is up to Sam to deal with Harry, man to man. He must talk things over with him and give him an opportunity to present his side of the case. Harry, too may become a good friend and worker if properly approached. At least it is worth a try. Harry can always be removed if he proves to be incorrigible but it would be better for Sam and the company to guide him along the right path and turn his energies toward better production.

#### GET HARRY BUSY

*By Biff Jones, Lockheed Aircraft, Burbank, Calif.*

Just as a bad apple can spoil a barrelfull, so can one disrupting force in a group diminish the effectiveness of supervision.

Sam was doing well in his job before Harry's arrival and had won the confidence of his men. Why then did production fall off and his men turn to furtive gambling? My guess is that Harry is a man who dislikes authority and wants the limelight. He may have started by depreciating his boss to his fellow workers and therefore inflate his own position. Possibly by getting by with a few things himself he has convinced others that after all their efforts were getting them nowhere while he is doing well "just going along for the ride." The gambling

may have been an offshoot of this competitive spirit and still further proof of Harry's ability to work against authority.

Sam has two alternatives. He could transfer Harry and thereby create a problem elsewhere. Perhaps this would weaken his position with his men still further. Or he can work with what he has in hand.

To me, Harry has demonstrated qualities of leadership which, if channeled properly could be of benefit to Sam's department. Sam might try to work out a series of problems which would challenge Harry's creativeness and find areas of work for him. He should try to demonstrate that working with and on the job rather than against it pays off in self-respect.

Perhaps a few words to the men suspected of gambling will be necessary if the situation does not clear up. A firm, just position explained with tact should bring Sam's department back into its pre-Harry days.

#### WASHINGTON REPORT

*(Continued from page 20)*

tary H. Struve Hensel, the United States is "militarily stronger by far than the challenger," is not in any way decisive in the present state of "atomic stalemate." The Russian capacity to manufacture and deliver hydrogen bombs upon targets in the United States, whether by intercontinental guided missiles or the more conventional means of piloted airplanes, is probably not as great as our capacity for "massive retaliation" against Russian targets.

Yet since it has been frequently and authoritatively estimated that the United States has sufficient nuclear power to destroy every worthwhile military target (and what manufacturing plant is not a military target in the event of all-out war?) on the face of the earth, it follows that whatever we may have that the Russians lack is by way of being "atomic fat," so to speak, and hence surplus.

We started out to talk about insurance. How much would your insurance, any that you have—life, household, car, or health—be worth in the event of an atomic attack?

The "balance of terror" seems better insurance.

#### NAF CALENDAR

- APRIL 4-8, 1955**  
Management Unity Seminar  
Dayton, Ohio
- MAY 18-21, 1955**  
Board of Directors Meeting  
Denver, Colorado
- JUNE 6-10, 1955**  
Management Unity Seminar  
Dayton, Ohio
- AUGUST 22-26, 1955**  
Management Unity Seminar  
Dayton, Ohio
- SEPT. 28-29-30, 1955**  
32nd Annual NAF Convention  
Forth Worth, Texas
- OCTOBER 17-21, 1955**  
Management Unity Seminar  
Dayton, Ohio

# What's NEWS Among NAF Clubs

Dr. Paul C. Saunders of Alfred University demonstrated the properties of liquid oxygen and told about facts and fallacies concerning fire and flame at a meeting of the Doehler Foremen's Club, Batavia, N. Y.

Guests included Harry Martin, manager of the Sylvania plant at Batavia; Harold Gouinlock, president of The Climax Corp.; Glenn Robinson, Hughes Aircraft, Culver City, Calif.; Richard Burdette and V. J. Burns.

"The Far East, Washington and you," was the topic of a talk by Wallace Moore at a meeting of the Greater Portland Management Club, Portland, Ore.

Dan Blake of San Marino, Calif., a former Navy frogman, described his exploits in World War II at the club's Ladies' Night program.

New officers of the Syracuse (N. Y.) Management Club are William Bushong, president; Charles Harkola, vice-president; William Klein, secretary; and Peter Felice, treasurer. They were installed in their posts by Charles J. McKeone.

At the American Blower Management Club the newly elected officers are R. C. Habicht, president; J. A. Gress, vice-president; G. C. Patterson, secretary, and L. P. Thurmon, treasurer. Mr. Habicht succeeds Ralph Osborn.

Bernard J. Sadoff, Grand Sheet Metal Products Co., vice-president, Chicago, retired last month. He has been one of the motivating forces behind NAF success in the Chicagoland area.

Fred Smith, vice president of the Gruen Watch Co., was the principal speaker at the Regional Conference of the St. Louis Council. A luncheon address

was given by Joseph F. Holland, vice president of the Pevely Dairy Co. NAF President Gordon Parkinson was a special guest at the conference and spoke at the final assembly. Others who participated at the conference were Ray F. Monsalvatge Jr., NAF manager of club service and promotion, J. V. Kappler, NAF Area Manager, Roger Lynn of the Aluminum Company of America, Bishop Leo C. Byrne, and E. M. Clark, president of the Southwestern Bell Telephone Co., who made the keynote address.

Smith also was guest speaker at a joint meeting of the Colgate Management Club and the Foremen's Association-Jeffersonville Quartermaster Depot.

The first annual NAF Headpin Tournament was held Feb. 12 and 13 at the Riverview Bowling Alleys in Columbus, Ohio under the sponsorship of The Foremen's Club of Columbus Inc., and the 13 affiliated shop clubs.

"America and World Opinion" was the topic of Dr. John J. Haramy when he addressed the Kokomo Foremen's Club's World Affairs program. Paul Halpin, manager of the Kokomo Local Branch of Social Security spoke on "The New Laws of Social Security."

A new record of 125 pints of blood was collected from 140 registered donors at a Blood Clinic sponsored by the St. Regis Foremen's Club of Deferiet and the Syracuse Regional Red Cross. The clinic was held Feb. 17 at the Deferiet Mill of the St. Regis Paper Co.



MEXICO-NAF HONOR MAN HOST TO U. S. VICE PRESIDENT—Vice President Richard M. Nixon visited the Mexico City factory of Antonio Ruiz Galindo, NAF International Management Man for 1952, during the latter's good will trip through Central and South America. Above, Mr. Nixon, seated, tells Senor Galindo he likes the executive office desk he is trying on for size.

## WORRY WHILE YOU WORK

(Continued from page 17)

Many of industry's costliest industrial relations problems are very directly related to the personality difficulties of workers and executives. Among the most aggravating of these labor relations problems from the point of view of the industrialist are absenteeism, alcoholism and industrial accidents.

**A** STUDY by the New York Telephone Company shows that 50 per cent of all absenteeism is caused by 10 per cent of its employees, and about 80 per cent of absenteeism by 25 per cent of its employees. Other studies demonstrate conclusively a very direct relationship between high absenteeism and psychological difficulties. The total cost to industry of absenteeism has been estimated at nine billion dollars a year.

Alcoholism is another serious industrial problem, particularly since 80 per cent of the alcoholics in industry are in the 35-55 age range, among men in whom the company has already made a substantial investment. Alcoholism costs industry at least one billion dollars a year.

*There is increased recognition that a large proportion of industrial accidents can be contributed to psychological factors. The "accident-prone" worker is one of the costliest phenomena in industry. Repeated surveys have shown that 60 per cent to 85 per cent of industrial accidents are caused by 20 to 30 per cent of the workers.*

Further evidence of the extent of personality maladjustment on the job is the record that 60 per cent to 80 per cent of men fired from their jobs are discharged because of social rather than technical incompetency.

Leadership is probably the most important factor in maintaining high morale and good mental health in industry, as well as in any group activity. Good leadership implies a personal concern for the welfare of those who follow. It requires a

communication system that works both ways—from the bottom up as well as from the top down. It goes hand in hand with personnel policies which take into account the way people feel and which give each employee an opportunity for participation. Good leadership makes for mental health and its absence makes for mental ill health. And synonymous with "mental health" and "mental ill health" are the terms "efficiency" and "inefficiency."

Leadership is not merely an inborn ability. There is much we can learn which will help us to be better leaders—if we don't presume to know it all. *Probably the most important goal in this respect would be to learn something about personality structure and function, knowledge of which is the basic tool of the psychiatrist. Unless we understand how people feel and think, we can't understand their behavior.*

Closely related to good leadership as a key to high morale and good mental health is adequate motivation. Unless we help a man to understand what his job is and give him a picture of what his part on the team is, he can never really be a member of the team, can never really identify his own interests and aspirations with those of the larger group.

First of all I would seriously question the assumption which expects workers to accept the same values and goals held by management. The leader's values are not the only ones.

I want to ask, too, whether our progress in the field of materialism has not blighted and minimized our spiritual values. Have the great technological advances that industry has provided, that have made it possible for us to defend ourselves against an enemy—have these advances stimulated man's instinctive hostility and aggressiveness beyond our capacity to handle them?

**O**UR way of life is highly competitive. America is accused of being materialistic and of worshipping the almighty dollar, and even our generosity is inter-

preted as having a motive for selfish gain. We are aware of the widespread attitude, "What is in it for me?" For a great many people, success in life, unfortunately seems to be measured by personal wealth and material possessions and power.

*Yet, our deepest satisfactions come through our ability to love and be loved by our patients, our families, our friends, our employers, and our employees. The job is a way of making a living and the company is a money-making machine, but both must provide a way of life for the people who are working in them.*

Money in any form—salaries, pensions, trusts, profit-sharing, and new couches in women's rest rooms—won't provide the deepest satisfactions and won't bring or buy the loyalty or high morale we strive toward. These can't be purchased in industry any more than they can at home. Not by money. So much of job satisfaction, it seems to me, depends on the personal values that are gained in human relationships through mutual respect and dignity, confidence and belonging, and, yes, love.

The world is full of hate. Hate begins in men's souls and some of it begins in our souls. In any kind of crusade—and I look on this mental health movement as a crusade—the workers themselves should contribute first.

Would that each of us had the courage to examine the ways in which we handle our own hostilities, with the intent of eliminating more of our selfishness and resentment and prejudice and bigotry, and that we could simultaneously increase our capacity for humility, to give of ourselves, to love! Only as we and hundreds of thousands of other people can do this, or can be helped to do this, will mental health really be improved.

In 1924, the average man had to work 24 minutes to buy a gallon of gasoline. Today he can buy it for only 10 minutes work.

## THE FOREMAN TODAY

(Continued from page 11)

find himself in the employ of a concern that is not making a profit. Gompers didn't say why. He didn't need to, because the answer is too obvious.

And if I might have gone too far back in quoting a man that has been dead a great many years, I can give you a quote that is much more recent—in fact, just the other day, in Toledo. The president of the Teamsters' Union was in Toledo; and in my mind I have here an article that appeared in the Blade in which he said:

"We must study our industries, to help them get the greatest return possible from their investments—so we can get the best wages possible, and raise the general standard of living of the nation. An industry cannot pay out more than it takes in (he added) to labor or any other part of its cost structure, and bankrupt business meet no payrolls." He spelled it out a little more in detail than Mr. Gompers did.

So, in his conversations with the men and women in his department, the foreman doesn't have to beat around the bush or pull his punches about the fact that the company is in business to make a profit; and it is to the benefit of the employees for the company to do so.

For the past ten or twelve years we have been operating in a war economy or in a seller's market that was the aftermath of a war economy. The emphasis was on production, production, and more production—and costs did not play too important a part. Where formerly we thought only in terms of the number of pieces, today we must think of those pieces in terms of how much they cost.

We on the management team have our work cut out for us. Our job is to produce our products efficiently so they can be sold profitably against competition.

**Now, more than ever before, we are counting heavily on the**

**foreman to get across to the people in his department the idea that it's absolutely essential—and to the employees' best interests—to eliminate faulty workmanship and spoilage and waste, and to keep repairs and re-operations to the irreducible minimum. It is not enough for the foreman alone to be cost conscious—he must impress the idea on his people.**

You may be inclined to say to me: "That's all well and good, but selling cost consciousness to the rank and file is a big order." I know it's a big order.

And I know, too, that you have some unreconstructed rebels and die-hards that are just naturally suspicious and negative on anything that comes from anyone in management. But I think you have a powerful sales tool. That sales tool is **job security**.

We have heard a lot lately about job security. I, for one, am 100 per cent in favor of it. Some years ago, when I was in industrial relations, I had a union representative try to convince me that the only security was the seniority provided by a collective bargaining agreement.

I told him, and I tell you that (in a broad sense) job security and seniority are the exact opposites. That may seem like a rather startling statement, but let's analyze it.

**SENIORITY** deals with layoffs. The seniority clause in a labor contract says who is going to be laid off first. A layoff is just the opposite of job security, which means steady work with a paycheck at regular intervals.

Job security doesn't stem from any labor contract or any other kind of a contract. It is provided by the company, and it is only as good as the ability of the company to engineer and build a product that customers want—at a price they are willing to pay. It's that simple. And the price the manufacturer must charge for that product is determined, in the final analysis, by what it costs him to produce it.

**In the field of cost reduction and cost control, the foreman is the keystone of the arch.** He is there on the firing line, so to speak. He is in daily, man-to-man contact with the men and women in his department.

House organs and news letters to employees are fine things and are a big help to us in telling our people some of the problems that confront us and what we are doing or attempting to do to correct them.

I am 100 per cent in favor of the news letter that we are sending each month to our employees' homes. I have had many, many letters from our employees all over the country, telling me that they like them, and that they feel it brings them closer to the company. But I know that there isn't any satisfactory substitute for personal contact. If there were, we could eliminate our sales force and sell our products by direct mail.

**The foreman's job is not to do the work himself. His job is to lead others, and to stimulate them to action.**

In an article entitled "The Secret of America's Greatness" Mr. Clarence B. Randall, Chairman of Inland Steel, said:

"The job of the supervisor is not to do things himself, but to cause others to do them. If he can release the full power of the group he supervises, the joint effort is bound to exceed what he alone could do, no matter how capable he may be. He knows no peace until each is giving willingly of his best. Then, by causing each to stimulate and activate the others, he gives the group its plus-content."

And now, in conclusion, I would like to summarize by leaving a couple of thoughts with you.

The corporation—the company—is not some inanimate object. It is not a soulless thing. It is owned by people—and managed by people. And the people that

(Continued on page 31)

MANAGE March 1955

## BUSINESS NOTEBOOK

(Continued from page 8)

cost of \$6,600,000,000 by 1960 if the growth continues at the present rate. The figures represent a projection of the data for 1950, when 11,000,000 were covered at a cost of \$2,400,000,000.

Business and industry are working hard on new products, new medicines for the science of geriatrics, the care of the aged. They are giving—

### CASH TO COLLEGES

—to finance intensive study of what is to be done and how. General Electric a few weeks ago offered to match, dollar for dollar, any contribution up to \$1,000 its employees might make to institutions from which they were graduated. General Foods has set up a \$270,000 fund this year to support education. Colleges, state and regional groups of institutions, along with the National Fund for Medical Education and the United Negro College Fund, get this money. Standard Oil of New Jersey, with a similar plan, is giving \$500,000. General Motors and Du Pont also are giving large amounts.

This type of giving makes considerable sense. There is a rich reward to come. The institutions that benefit supply about half of the workers business and industry need. If the private colleges, hard hit in their endowment funds by the lower-value dollar and by the virtual disappearance of the extra-rich who once gave them millions, were to fail to hold up their end, the tax-supported public institutions would have to carry the load. The extra money they need would have to come from the taxpayers. The business organizations are saving by spending now, and benefiting more. The money has bought such new things as a new and improved—

### ORANGE JUICE

—that helps to add precious Vitamin C, which must be taken daily, since it cannot be stored by the body, to the nation's

health. The merchandising idea of a generation ago of selling the juice of the orange instead of the fruit itself doubled the volume of fruit sold, broadened the market and added measurably to national well-being.

Last year Florida's production was 136,458,215 boxes. Some 129,780,717 boxes went to canners and concentrators or were shipped fresh out of the state. A generation before the out-of-state shipments were a fraction of these figures. In those days the fruit went to retailers specializing in "delicacies," and shipments in the off season were nil.

Research led to canned juice, to concentrate, to powders and various other citrus forms. Now crystals (put a few in water and there's the juice) are in the development stage. The latest variant to reach the market is a return to fresh juice, squeezed in Florida and shipped by refrigerated tank truck. The fresh juice seems to be putting the concentrates, only recently the last word, back into the freezer as an emergency item. It has a flavor the concentrates so far are unable to match. There are four or five brands, at least, of fresh juice, shipped north in a hurry and repackaged and distributed at once in the type of wax container used for milk.

One company, Golden Gift, Inc., is sending two trucks a day,

12,000 quarts to the truck, to New York alone and has broadened its distribution to some 36 states.

Here's how the juice is treated: It is blanketed with nitrogen to keep it from contact with air immediately after the squeezing. This process is followed by exposure to ultra violet rays that stop enzyme and bacterial action. The juice treated this way keeps for weeks. Experimental work is going on in Florida on similar processing for grapefruit, and California is trying out the method on its own navel oranges.

Promotional efforts are developing now to tell the public of the new products. Once in a while such advertising has an unexpected effect. Most of us with appliances around the house, especially television receivers, know they pack—

### ELECTRIC JUICE

—that can shock a viewer more than some of the shows on the screen, and permanently. Emerson Radio and Phonograph Corp., which makes a good set, notes one of its distributors running an ad for a new receiver under the heading, "You'll get the shock of your life." The reference is to the price, which is low, although a reader might interpret the teaser-line to mean that the set is badly wired or that the price is so high it's shocking.

## ARE YOU HIDING SOME "WEAK SPOTS"?

Be honest with yourself. Are there some wide-open spaces in your general industrial knowledge that you are now trying to "cover up" from others? Did you get where you are before you were fully prepared?

Why shut off your hopes for promotion, why risk even your present job, when you can easily get the added know-how that you presently may lack? Find out how easily you can do it through the Lincoln self-development program. Send for a free copy of the booklet, "Getting Ahead in Industry,"—today.

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Facts Today*

## POINTERS FOR THE NEW FOREMAN

(Continued from page 21)

services of an employee. However, unless certain rules are observed carefully, this will happen.

When you see someone in another department you would like to have working for you, you must ask the man's superior for permission to talk to the person about your job before you breathe a word of it to the man himself. By the same token, if an employee of another department approaches you for a job, you must first verify for yourself from his superior that he has had permission to discuss the matter with you before you talk to him at all.

In general, you will find that a true promotion for an individual will not be resisted, but that lateral transfers are difficult because each lateral transfer simply causes new people to be broken in on two jobs instead of one without material benefit either to the company or to the employee. The man transferred to you must learn a new job as well as his replacement in the department he leaves.

**MAKING AN ORGANIZATION CHANGE.** In contemplating a change in organization it is

## New NAF Clubs

### FRUEHAUF MANAGEMENT CLUB

Fruehauf Trailer Co.  
Cedar Rapids, Iowa

### FAIRLESS WORKS MANAGEMENT CLUB

United States Steel Corp.  
National Tube Division  
Fairless Hills, Pa.

### FOREMEN'S CLUB OF NORTH ELECTRIC MANUFACTURING CO.,

Galion, Ohio

### KAISER STEEL MANAGEMENT CLUB

Kaiser Steel Corp.,  
Fontana, Calif.

important that agreement of your superior be obtained as well as agreement of the associates and employees of the new job candidate before the job change or promotion is made effective.

The proper order of procedure in these instances, is as follows:

First, clear up-stairs.

Second, clear with the people affected;

A—Those who are getting a new boss.

B—Those who must work with him.

C—The one who is to occupy the new job.

Third, make the announcement.

If you proceed in the wrong sequence you stand to have your action reversed at some point along the line—something you will want to avoid whenever possible.

**TITLES, DATES AND SIGNATURES.** You would be surprised how many people do not realize that the value of information, just like the value of material, is entirely lost unless it is properly identified. Therefore, when you prepare a report, a list, or a memo of any sort, give it a title, date it, and attach your name and department number.

Any piece of paper you originate is likely to come into the hands of someone unfamiliar with the situation. Because of this the paper must be identified so that the information it contains will not be subject to misinterpretation.

By the same token, when you or any of your people post a notice, place a note or tag on a piece of equipment, or leave written instructions of any kind, they should be signed and dated.

**HAVE A SUCCESSOR.** It is imperative that each man in management attempt to have an understudy who can fill in when the chief is away and who is being groomed to take over the job. You should talk to your boss about this and get his approval of the man. It is very difficult to become promoted unless you have a suitably

trained man treading in your footsteps.

## YOUR AVAILABILITY.

Some part of your value on your job is your availability when wanted. Therefore, when for any reason you must leave your desk, always keep your desk or department informed as to where you can be reached and what you are doing there.

**ALWAYS TELL WHY.** This is one point that has been repeated many times. However, I feel it is important enough to be repeated every time the subject of management is discussed. When issuing instructions or asking an employee to do anything, always explain why the job is necessary, what it is for, and why it is to be done. This not only allows the employee to understand what he is doing and make more intelligent decisions in the course of the task, but also contributes to his feeling of accomplishment and status.



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## THE FOREMAN TODAY

(Continued from page 28)

invested in it are entitled to a fair return on their investment. If it isn't operated at a profit, the employees will suffer more than the owners. The owners lose their investment, but the employees lose their means of earning a livelihood. The employees want job security. Management wants them to have it.

I know of no better way to guarantee it to them than to make them cost-conscious. And I know of no one better able to impress this fact upon them than the foreman who directs their daily activities. So as we wind up the year of 1954 and move ahead into 1955, our theme can be job security in terms of cost-consciousness.

## AN ANSWER TO WHAT'S WRONG WITH SUPERVISION

(Continued from page 22)

pace with the times. The development of a new concept of responsibilities is being heaped upon us. Some of us will meet the challenge, and some of us may fall by the wayside.

I further believe that in most cases the supervisor enjoys the full respect and support of top management. There are unfortunate instances where this relationship does not exist. Often this lack of recognition by management is the result of the limitations of the foreman himself. Sometimes it is the fault of management. Mr. Curran and I seem to be in complete agreement on this point. But what should be done about it?

It's hard to talk to people about work attitudes without boring them or making them feel "preached at." I believe it was Banking who said: "Some persons are like wheelbarrows. They stand still unless they are pushed." I often wonder why some of us are so backward about going forward.

The supervisory function, as we all know, has not always been accorded the recognition it en-

joys today. Only superior supervisory competence and continuous improvement in performance can keep us progressing.

If supervision is thought of as a routine and clerical function, then nothing more than routine and clerical results can be expected. It is a view which shows no regard in the quality of supervision. It fosters complacency on the part of supervision. For the competent foreman it is a view which is unjust and discouraging. Such a viewpoint, if I may say so, certainly is not held by progressive management.

As I see it the scope of the foreman's job in modern industry will be limited or increased by the scope of a man's thinking.

It is my firm belief that the day of slipshod, haphazard, outmoded supervisory practices has gone and never will return. Advanced management will keep a microscope on its line supervision.

It will demand high quality supervision from all its foremen. It will entrust the supervisory responsibility only to men of management caliber—men who think and talk at management level.

I am particularly impressed with Mr. Curran's views on the "new concern for the workers" as expressed by his observation "Don't hurt our feelings." I wish to remind Mr. Curran that supervision is ever changing, ever moving. This necessitates a fresh outlook, new angles, a new viewpoint.

All this can't come from within. If you have a fundamental liking for people and show it, the bright new look comes a little easier. If you use the philosophy of establishing good human relations, you do not beat your brains out vigorously denying wrong statements that are being made about foremen. Rather by our conduct and our conversation we make it easy for our workers to find out whether we are a right guy or not.

To Mr. Curran the "New Look" is as phony as a three

dollar bill. His indictment against the foremen in his life is quite understandable if he has known only three who earned his respect.

Here in Cleveland we are doing something about the problem cited by Mr. Curran. The Foremen's Club of Greater Cleveland has 350 thoroughly competent, hard-working and conscientious men who are associated with supervision or related activities. Working with them has been a wonderful, warm experience for me and one that I shall not forget.

Our club has just completed its Fall program, a series of informal instruction and demonstration sessions on personal development. The program was geared primarily for foremen and its purpose is to show faults committed both by management and labor in their handling of people and how these errors can be avoided. It is our "common sense" approach to the supervision problem. We sincerely believe it merits Mr. Curran's attention because it illustrates the depth and scope of the services the club gives its members.

Undoubtedly Mr. Curran will agree the modern foreman needs this kind of activity to apply his knowledge and background to problems of his company. We believe it to be an honest and realistic approach to the important problem brought out by his article. He is to be commended for bluntly telling us his viewpoint. But we can assure him we are doing everything possible to help front-line supervision obtain better qualifications.

Many jobs are created by industrial research. Twenty years ago the plastics industry was just getting started. Today, 34 chemical companies employing 20,000 people manufacture plastic materials. More than 4,000 plants with 60,000 employees process them into consumer goods.

# MANAGE SERVICE BUREAU

*New Products and Free Publications for Management Men*

As another special MANAGE service, this section is being devoted to presentation of up-to-date information on new products and literature which will be helpful to you on your management job. Should you desire additional information on any product—or a copy of an advertised piece of literature—MANAGE will be glad to forward your request to the manufacturer.

Address your request to SERVICE BUREAU, MANAGE Magazine, 321 West First Street, Dayton 2, Ohio.

## NEW PRODUCTS

### "SILENT SENTRY" SAFETY DEVICE PREVENTS BODILY HARM

A new, "fail safe," low priced compact safety device for preventing bodily harm to operators of machinery has recently been developed by **R. G. GENZLINGER, INC.**

The device, called the **SILENT SENTRY MODEL TGS 150**, will stop or change a machine or operation immediately if a person moves into the "protected area." It is designed to prevent the loss of fingers, limbs or life on all types of automatic machine tools and equipment, power presses and belt line assembly systems having cutting blades, inrunning rolls, hammers, drills and similar mechanisms. If the power source or any internal part of the Silent Sentry should fail, machinery will stop immediately and remain out of operation until the trouble is remedied.

The device is equipped with an antenna. It is used to form the sensitivity pattern about operating machinery. The pattern may be set to safeguard a limited area or a large area and sensitivity of the antenna can be adjusted so that a person coming to within twelve inches of the "pick-up" plate will actuate the Silent Sentry which in turn will stop the machine.



### NEW SPECTACLE-TYPE GOGGLES

A new line of **SPECTACLE-TYPE GOGGLES** has been introduced by **FENDALL CO.**, manufacturers of industrial safety equipment. The new goggles closely resemble modern personal glasses, but are



### PORTELVATOR UPS PRODUCTION IN STEEL MILL

The **PORTELVATOR** introduced by **THE HAMILTON TOOL CO.**, was designed for use in a steel mill to facilitate the handling of long sheets of steel being fed into a shear. With this special Portelvator one man is able to move long sheets of steel with little or no handling. Push button "start" and "stop" control and a gear driven limit switch gives the operator ease of control and operation.

The sheets of steel slide easily on the roller conveyor top which measures 28"x120" and has a lift of 19"; minimum height 27", maximum weight 46". A rocker arm automatically maintains constant level of the table as the stack of sheets diminishes. The load capacity is 10,000 lbs. The lift is powered by a five h.p. motor which motivates a meshed worm, worm gear, and screw mechanism in each of the four corners of support. Neither mechanical failure nor power stoppage can cause the table to tip.

of exceptionally rugged construction to withstand severe abuse. The manufacturer emphasizes the new comfort-fit design for greater worker acceptance.

This new shape provides increased safety by closer conformance to the eye area of the face. Produced in a complete range of lens and bridge sizes, the new spectacles are available in metal or non-flammable acetate frames. Metal frames are of non-corrosive nickel silver with full-floating rocking nose pads.

The Portelvator has legs extended to fit into holes in the floor thus providing extra depth for the lift supports. Where this extra depth is not required the Portelvator may be anchored to the floor by other means.



### WELLER HANDY HOME SOLDERING KIT

The very latest idea in home crafter and hobby helps is a complete soldering kit designed by **WELLER ELECTRIC CORP.**

Each **WELLER SOLDERING KIT** includes a 250-watt soldering gun, (Model 8250A) an ample supply of Kester solder,

one each of the new accessory cutting and smoothing tips, a double-end wrench for speedy tip interchange or replacement, and two instruction booklets containing expert instruction on all phases of soldering and home repair.

Home improvement uses for the Weller Soldering Kit include mending damaged rain gutters, downspouts, and other sheet metal work. Five-second heating, dual spotlights and instant "on" and "off" trigger switch are only a few of the many important time and labor-saving features of this versatile tool.

## FILM DEPICTING DIE CASTING PROCESS NOW AVAILABLE

A new 16mm. color and sound motion picture entitled "DIE CASTING—HOW ELSE WOULD YOU MAKE IT?" shows how to improve product design and at the same time reduce costs through extensive use of the die casting process is now available to industry and educational organizations from the **AMERICAN ZINC INSTITUTE, INC.**

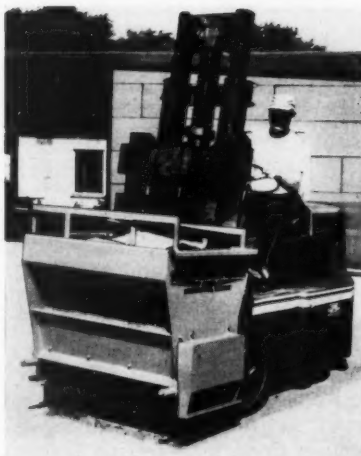
A comprehensive evaluation of zinc, aluminum, magnesium and copper base die casting alloys is presented in the film outlining advantages and adaptability features of each. Detailed examination of 45 outstanding examples of parts die cast of the various alloys points out the design flexibility of die casting in producing complex shapes within close dimensional limits.

Successive steps of buffing and polishing, emulsion cleaning and spray rinsing, acid etching, copper flashing and build-up, nickel coating and final bright chromium plating illustrate how the excellent surface finish achieved in die casting facilitates the application of decorative and protective coatings.

"GET BETTER MAINTENANCE" is the title of a 28 page brochure offered by **ANDERSON-NICHOLS & COMPANY.**

The booklet discusses the size and complexity of today's maintenance problem and the necessity of applying to it a sound engineering approach.

It also presents a comprehensive program for planning and controlling plant maintenance. The booklet discusses eight basic points that constitute a complete maintenance program: Organization, personnel, facilities, methods, scheduling, controls, reports, and policy.



## FORK LIFT TRUCK SPREADER

An industrial spreader operated by any fork lift truck has been introduced by **SWENSON SPREADER & MFG., CO.** The spreader handles salt, cinders, sawdust, sand, crushed stone, and similar materials. It is used in the winter time to spread these safety materials over ice covered walks, parking lots, loading areas and drives. Year around use includes top dressing of black topped floors and aisles, spreading of oil-absorbent or moisture-absorbent materials and similar tasks.

The spreader is easily stored in any handy spot and occupies less than 12 square feet of floor space.

## POLISHING OILS INCREASE PRODUCTION

Two new polishing oils for use in grinding and finishing ferrous and non-ferrous metals have been developed by **D. A. STUART OIL CO.,** and **MINNESOTA MINING AND MFG., CO.**

Called "EXCELENE FD" for ferrous metals and "EXCELENE NF" for nonferrous metals, the oils are applied to abrasive belts to reduce loading, give them longer life, and aid in faster grinding and improved finishes.

In field tests, "Excelene FD" and "NF" contributed to production increases of more than 100 per cent in some instances, and in others belt life was more than doubled, the Minnesota Mining and Mfg. Co., said.

## NEW LITERATURE

Maybe you've never met a Gremlin face to face. But it's dollars to doughnuts you've run afoul of one somewhere along the line.

One of the little evil-doers sends the president of a large company for an undignified spill in "Mr. Higby and the Gremlin." You'll get many a chuckle out of this new 16-page booklet prepared by the **WALTER G. LEGGE COMPANY, INC.** Colorfully illustrated, this booklet reveals the inside story behind slippery floor accidents, and tells you how to improve your safety record while eliminating wasteful maintenance practices.

The **AUTOMATION DICTIONARY**, compiled by the **INDUSTRIAL DIVISION OF MINNEAPOLIS-HONEYWELL CO.**, puts light on the new language of the atomic age.

Many a business man stands in awe of the engineering profession's accomplishments in today's atomic age, but is baffled by and a little impatient with the growth of "engineeringese" in our everyday language. Words like "sinusoidal," "reproducibility," "feedback," and others are bandied about these days by engineering-trained executives as though common terms, leaving the non-technical folk non-pulsed.

The little "Automation Dictionary" covers some 87 words and phrases, all of which had their origin with the engineers but are now creeping into the lexicon of today's modern businessman.

An example of the candidness with which these engineers defined their pet terms for the average business is found in the definition of "measuring means." By most standard engineering definitions, it takes some 30 words to explain. The Minneapolis Honeywell boys dispose of it in seven, explaining it's "whatever is used to measure a condition."

Lest their engineering brethren cry "treason" the designers of the simplified booklet carefully point out that it was primarily designed "for those whose knowledge of automatic control is largely limited to the setting of the thermostat on the living room wall."

The **CARBORUNDUM CO.**, has just published a new booklet "Abrasive Grain and Powders" for use in metal finishing. Packed with informative charts and illustrations, the booklet contains many of Carborundum's latest abrasive engineering recommendations.

The 42-page booklet contains a suggested layout for set-up room and curing room and devotes a chapter to each metal buffing, metal tumbling, and pressure blasting.

**LABELON TAPE CO., INC.**, announces a new four-color folder describing Labelon, the pressure sensitive plastic tape "you can write on."

Labelon may be applied to any smooth surface, and written on with pencil, stylus or ball-point pen. Writing appears like magic and is actually beneath the transparent outer layer of the tape. The pressure of the writing instrument alone causes writing to appear. Labelon resists dirt, oil, water and acids, and is unaffected by normal temperature changes.

Besides describing its many uses, this new folder also contains data on the various colors and widths available, both in the roll and the new tablet form.



## THAT MANAGEMENT MAN IN YOUR LIFE

(Continued from page 16)

up different kinds of sandwiches, cakes, fruits, etc., so that he doesn't know what to expect when he opens the lunch box. One husband I know loves to brag about his "conversation piece" lunch. He never knows what's in those wax paper packages until he opens them.

A successful man in business is usually a happy man in his home life. You can make him happier by taking a sincere interest in his work and trying to understand it.

After one of those "busy, busy, busy days," he shouldn't be greeted at the door with troubles of naughty children and spilled milk. If he must be told, why not do it in a humorous way? A good sense of humor is a "must" in today's home.

It's nice to put him ahead of the children, sometimes, especially for the first half hour after he returns from work. Encourage him to relax during dinner and wait until he reads the paper before confessing that neighbors have been invited over for the evening.

Your feminine friends whom he may not especially enjoy, can be invited in for tea or you can have lunch with them in town. If he likes a particular couple, it's not difficult to be more gracious toward them.

At a party, don't stay at his side constantly as though you are "watching" him. A really attractive wife will have her husband wondering where *she* is.

One of the easiest ways to crush a man's ego is to criticize him in public. It's taboo to speak of his faults to your close friends too, because they'll tell their other close friends.

A man who is working hard deserves a lot of flattery and affection. Why be afraid to tell him often how proud you are of him and his work?

Your outlook won't become stale if you have at least one

outside interest which you do not attend together. By reading newspapers and periodicals, you can discuss things intelligently with him. But remember, he doesn't want you to be smarter than he, or at least make it obvious.

To keep your management man happy, keep your figure trim. Diet quietly and sensibly, if you must, without worrying or annoying him about it. Don't expect him to diet too, though, unless he suggests it. Possibly he won't approve of your dieting—but neither will he approve of your dress size getting larger and larger.

Courtesy and good manners should begin at home. Be as considerate of him as you are of his business associates and friends.

By making the management man in your life happy, you are fulfilling your natural role in life and can be considered a success in every way.

## AND THE READERS REPLY

(Continued from page 7)

unemployed, would be eligible for unemployment compensation, would be the owners. All of such employers would be required to purchase one share of common stock for each worker unemployed.

Pay for the voluntary workers would be more than a minimum sustenance yet lower than the average for like work. This is to discourage permanent employment of anyone except the few who might necessarily have to be recruited and appointed. The corporation also would act in the capacity of an employment agency for its stockholders.

The vast unfilled need and want not only in Ohio but throughout the entire world is the key to success of such a project. Competition would be unlimited. Regulations and rules would be the same as in other corporations in the state.

This plan is not restricted to a geographical area and Ohio is used only as an example. It could be done on a community, county, state, or national basis.

While this does not begin to sound Utopian, I think it is good. Let us compare it to unemployment compensation and use the test mentioned in the beginning, "If sufficient, or high enough, is bad, then any is bad."

Respectfully yours,

Fritz Kraft  
Plant Manager, Plant Two  
The Thompson Grinder Co.,  
Springfield, Ohio

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# Here's why you can make M·S·A your single source of supply for **SAFETY CLOTHING!**

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### Acid Hood

Made of flexible vinyl plastic. Protects against acid splash, caustics, corrosive liquids, etc. Also available—Rubberized Acid Hood.



### Comfo Chemical Hood

Protects eyes, face and neck against vapors during painting and spraying. Made of flexible vinyl. Designed for use with M.S.A. Chemical Cartridge Respirator.

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### Decontamination Suit

Complete body and breathing protection where extreme chemical hazards exist. Air, cooled or heated, supplied to both suit and hood. Two models—Chemical-Type, made from butyl-fairprene material; Acid-Type is of neoprene-fairprene construction.



### Fire Suit

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### Rubberized Protective Suit

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### ChemKlos

Made throughout of Dynel, these work clothes resist acids, caustics, mildew, moths. Styled for comfort, good looks. Serviceable gray color. Available in coveralls, trousers, and shirts.

## M·S·A SAFETY APRONS



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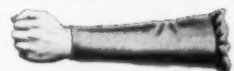
Frontal protection against acids, caustics, oils, etc. Other materials available—flame-proof duck, asbestos, chrome leather.



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Variety of styles in wool felt, leather, flame-proof duck, plastic. Steel-reinforced types available.



Complete neck-to-wrist protection. Cape-Type is made of chrome leather.

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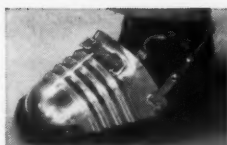
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